

**CAUSAL RELATIONSHIP MODEL OF INTERNAL
COMMUNICATION INNOVATION IN LEADING
ORGANIZATIONS OF THAILAND**

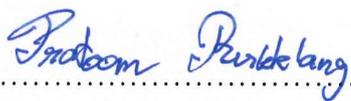
Sarun Therawong

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Communication Arts and Innovation)
The Graduate School of Communication Arts
and Management Innovation
National Institute of Development Administration
2018**

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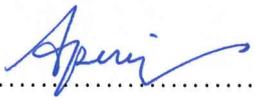
Sarun Therawong

**The Graduate School of Communication Arts
and Management Innovation**

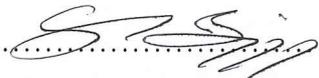
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ABSTRACT

Title of Dissertation	Causal Relationship Model of Internal Communication Innovation in Leading Organizations of Thailand
Author	Mr. Sarun Therawong
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The research aims to 1) study innovation of internal communication management in leading organizations of Thailand; 2) study internal communication management innovation to establish employee engagement and job performance efficiency in leading organizations of Thailand; 3) develop a causal relationship model of internal communication management innovation and its effect on employee engagement and job performance efficiency of employee in leading organizations of Thailand; and 4) validate the correspondence of the causal relationship model of internal communication management innovation and its effect on employee engagement and job performance efficiency in leading organizations of Thailand with the empirical data.

Mixed methods were used in this study, including quantitative method and qualitative methods. The first phase was conducted by using qualitative methods based on an in-depth interviews of a number of executives who are in charge of organizational communication or human resources from nine different organizations in Thailand. The results showed that the following communication management strategies were used inside these organizations: Target audience or Customization, Technology, Content, Context and Employee. The organizations used technological innovations for mobile phones as a channel of communication to their employees. The internal communication management innovations that were used in order to build

employee engagement with the organization and increase job performance efficiency are personnel media, technological media, and activity media.

In the second phase, quantitative methods were used with 600 samples of operational-level employees working in Thailand's leading organizations. The author used self-administered questionnaires to collect information and analyze descriptive statistics, such as, percentage, average, standard deviation and inferential statistics, such as, confirmatory factor analysis and system equation model analysis. The results showed that the model corresponds with empirical data, as seen in the following statistics: Chi – Square = 118.282, df = 97.0, p-Value (Sig.) =0.070, CMIN/df. = 1.219, CFI = 0.998, GFI = 0.980, AGFI = 0.960, RMSEA = 0.019, NFI = 0.989, IFI = 0.998, RMR = 0.010. These results suggest that the model is highly consistent with the empirical data, and that internal communication management innovation has a positive direct influence on employee engagement, with an overall influence coefficient of 0.96, suggesting 92% influence on change. Employee engagement has a positive direct influence on performance efficiency, with an overall influence coefficient of 0.38, suggesting 51% influence on change. Also, internal communication management innovation has a positive indirect influence on job performance efficiency and improving employee engagement with their organizations, with an overall influence coefficient of 0.36, suggesting 51% influence on change.

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Additionally, I would also like to express my gratitude to my parents Mr. Jumpol and Mrs. Chatchamai Therawong, who inspired myself to attempt to graduate my doctoral degree and give me a passion to follow all my dreams. Also, thanks to my siblings; Jack, my elder brother and Jae, my younger brother, to give advice and prompt support for all tasks.

In addition, I would like to thank all fellows, those who have supported me in every aspect till the achievement of the doctoral degree completion. Thanks to the high-level management members that took valuable time for providing the in-depth interviews into this research, including all respondents who took time to make a survey that facilitated the collection of research data.

I hope this dissertation is highly useful for organizations interested in bringing innovative communications to the organization and further researchers who will continue to develop their academic results in future. However, I would like to apologize for any mistakes and welcome the feedback that will come from this dissertation.

Finally, my sincere thanks also go to my home country, Thailand, which is my birthplace and the place where I have been living with good occupational conditions and have created a great deal on the planet.

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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Problem

Communication is an important tool for humans to connect with and interact with one another. In an organization, effective communication helps building understanding between superiors and subordinates, which will lead to good performance that helps the organization to accomplish its goals or objectives. In the 21st Century, the advancement of information technology has great influence on individuals and organizations. Consequently, communication has developed rapidly from writing letters, sending telegrams, talking on the telephone, watching television, storing data on the computer, and finally, communicating through the internet. Now there is a global village network (McLuhan, 1964). Such technology helps people around the world to connect with one another from anywhere and anytime. The communication between people from every corner of the world cannot be stopped. News and events from every region can be communicated and spread in a very short time. People can communicate with one another all the time.

In addition, organizations that operate businesses related to communication technology are focusing on developing new products and services to release to the market. For example, Bill Gates, the founder of Microsoft, has developed programs on personal computers that are now used all over the world, which is Windows, and office programs such as Word, Power Point, and Excel. There are others such as, Steven Paul Jobs, the developer of computer and mobile phones under the brand Apple, Mark Zuckerberg, the founder of Facebook, a program that connects the people of the world through social networks. From 2008 to the third quarter of 2018 there were 2.27 billion Facebook users (Statista, 2018). In the year 2016, a new form of office was created under the name “Workplace.” This software helped the employees in an organization to communicate. Now, there are more than 30,000

companies around the world using it (Johnson, 2018). Such developments lead to an exponential growth of communication in the modern world. Therefore, using technology to communicate is important for it helps humans to communicate much faster than before, which in turn, helps us to understand one another better. It is also a channel for intimate relationships, and a cost saver for businesses. It has massive influence on behaviors, culture, thoughts, attitude, and value in the life of people and organizations.

At the present time, scholars, students, and researchers are interested and give much importance on internal organization communication because it has a significant role in helping an organization to accomplish its goals. It also supports the work of the whole organization to move toward the same direction as its vision, mission, and organizational strategies, as well as the goals that the organization has established. It helps in sharing news and useful information so that everyone in the organization has accurate and similar understanding, especially in the communication between superiors and subordinates and between colleagues. It also builds up good relationships between employees in the organization. According to research, effective internal organization communication will help build organization commitment, achieve superior business results, maintain the reputation of the organization, share knowledge, gain trust and create the sense of belonging to the organization, as well as awareness and employee engagement (Meyer & Allen, 1991; Tourish & Hargie, 2000; Tourish & Hargie, 2004; Kalla, 2005; Yates, 2006; Welch & Jackson, 2007; Cornelissen, 2008; Yates, 2008; Argenti, 2009; Goodman & Hirsch, 2010; Verghese, 2017; Pratoom Rerkklang, 1995; Bunga Posiw, 2010). In consequence, employee engagement reduces the rate of absence and turnover, increases the quality of products and services, and leads to better work performance. This corresponds to the results of the survey by Gallup (2012) which states that internal organization communication is a factor that improves the outcome of the organization, increasing its productivity and profitability. Modern organizations usually consider internal organization communication as a part of their strategic plan (Welch & Jackson, 2007) to be used as a direction and best practice for members of the organizations.

On the opposite side, ineffective internal organization communication that lacks the clarity of vision, missions, strategies, and goals often produces negative

results such as poorer job performance, higher employee absence and higher employee turnover (The Joint Commission, 2010). Therefore, one needs to raise the effectiveness of internal organization communication by mixing various types of media and communication channels that are appropriate and suitable for each organization (Gallup, 2012; Pipat Kongkitkul, 2006).

Scholars have produced several definitions of internal organization communication. For example, Frank and Brownell (1989) said that it is a communication transaction between individuals or groups of individuals in diverse levels, with its own unique scope. It aims to design or redesign the practice and coordination of day-to-day activities. Smidts, Riel, and Pruyn (2001) said that it is the communication between employees in their operation, between supervisors, and between colleagues. Bovee and Thill (2003) said that internal organization communication is the exchange of news and ideas within the organization. Cornelissen (2004) said that it is the blend of all types of communication that employees use in communicating within their organization, such as internal letters or the intranet. All of these definitions given by scholars seem to emphasize employee communication and internal communication.

Van Riel (1995) defined internal organization communication as a tool for management, blending the methods of internal and external communication harmoniously to make it effective and efficient. His definition emphasizes corporate communication. Quirke (2000) said that internal organization communication is the sharing of different news and information between departments. He claimed this kind of communication was like playing a jigsaw. Each division has to be responsible for confusing and complicated internal communication. Kalla (2005) said that it is both formal and informal communication in every level within an organization. It consists of four main dimensions: business communication, management communication, organization communication, and corporate communication. As for Welch and Jackson (2007), they define it as the strategic management of communication between the manager and the stakeholders in the organization. It has been designed to promote organization commitment, a sense of belonging, awareness of environment change, and building of mutual understanding for specific purposes. The definitions given by this group of scholars emphasize integrated internal communication.

Internal organization communication concerns many people in the modern world because this type of communication is one of the major factors that help the organization to accomplish its goals. According to a survey in 2013, (Goodman, Genst, Bettoli, Templo, & Wolman, 2013), it was found that the objectives of internal organization communication are: strategy and policy, employee engagement (internal), media and public relations, crisis communication, intranet communication, and reputation management. This is very similar to results discovered by Newsweaver, which states that the main objectives of internal organization communication are: corporate strategy, business development, change management, employee focus, communicating to employee, and technological advancements.

Formal communication and informal communication are included in internal organization communication. Each organization uses its own different form of communication, depending on many factors, such as type of industry, organization structure, organization size, organization chart, organization culture, the form of management, as well as the attitudes, values, and behaviors of members of the organization (Quirke, 2000), and channels of communication. Fletcher and Major (2006) divided internal organization communication into four forms: face-to-face meetings, audio and telephone exchanges, video mediated conferences, and computer mediated text transfers.

Channels of communication within organization today are more developed and have more variety because of the effects from technological advancements. Tourish and Hargie (2004) said that traditional communication channels, such as memos, letters, and phone calls were being replaced by e-mails. This corresponds to the survey on “Delivering Effective Internal Communications Delivering ROI Through Employee Engagement” by Newsweaver conducted by Cox (2014) who found that the most commonly used channels of communication within organization were e-mail, intranet, and leadership communication or face-to-face communication, respectively. The results of the survey showed that channels of communication that most organizations plan to use are: video, webcasts, blogs, and internal social network tools. There is also a tendency that they will use less printed newsletters and may plan to stop using paper letters in communication with the employees (figure 1.1).

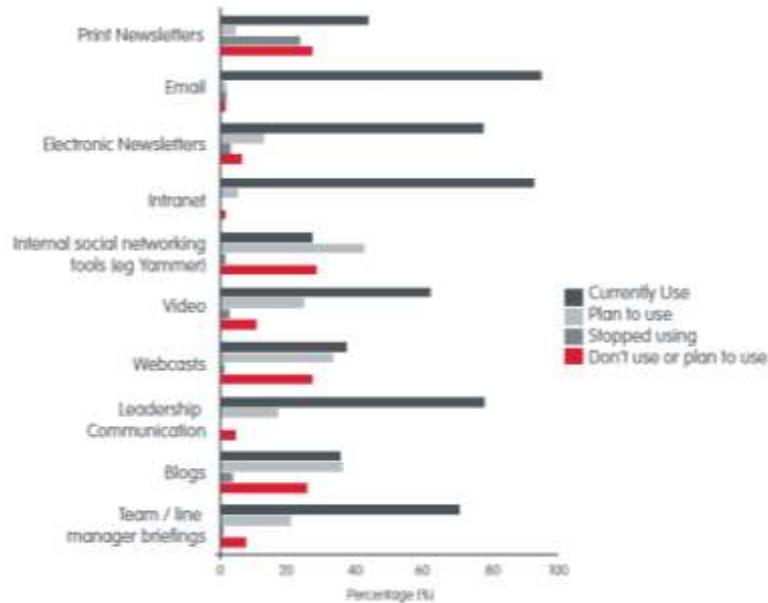


Figure 1.1 Channels for Internal Communication in Organization

Source: Melcrum, 2005.

APCO Worldwide and Gagen MacDonald (2011) conducted a survey with full-time employees who had worked for organizations with 500 employees or more in the United States for at least one year. The survey questions asked them about how the organizations communicate with their employees and how much they had been satisfied with the use of modern media in their work place (Internal Social Media: ISM). It was found that 51% of the organizations had been using modern media for communication. The most commonly used type of media was the intranet (71%). The employees considered that the use of social media for internal communication made their organizations more innovative.

The most commonly used strategy for internal communication, according to the results of the survey in Newsweaver by Cox (2014), was the strategy that helped building employee engagement (76%), followed by building a culture of open communication (55%), and enabling change within the organization (49%), respectively (figure 1.2). APCO Worldwide and Gagen MacDonald (2011) found that the issue that mattered the most in using modern media in communication was quality

of content, such as accuracy, credibility and being up-to-date, followed by employee engagement and dialogue. The last issue that mattered was optimization.

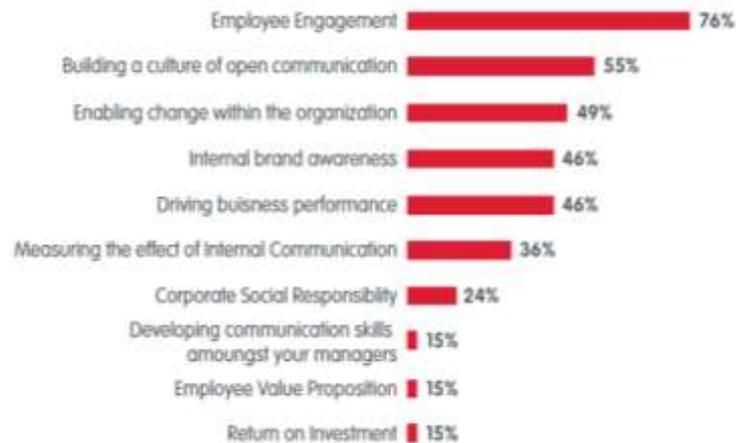


Figure 1.2 Strategy for Internal Organization Communication of Cox

Source: Cox, 2014.

Human resource management in the past and in the present differ greatly. Before, it focused on the management of personnel, mainly recruitment and selection of new employees. The old concept was that employees are just one among many factors of production and also an expense of the organization. Thus, the executive tried to make the most out of each employee, using them to bring greatest benefits to the organization. They were not sufficiently considerate about employees' opinions, feelings, and morale. However, today human resource management focuses on giving importance to each individual employee. Personnel of an organization are considered "human capital." They are the valued assets of the organization and contribute in making the organization accomplish its goals and become a sustainable organization.

Therefore, most organizations try to develop their personnel to have better knowledge and competence, and employees are trained regularly. Much more efforts is put into maintaining employees, especially "talent workers", to work with the organization as long as possible. This group of employees have very good knowledge and abilities, and have long experience working for the organization. In order for

organizations to maintain such employees, they have to emphasize building employee engagement.

Nowadays, many organizations give more importance and attention on building employee engagement, a trend that has evolved since 1990 from a definition by Kahn (1990), the first psychologist who described employee engagement in general that it is the controlling of the direction that members of the organization are moving toward under their own roles. Employees will show behaviors or actions that reflect their engagement with the organization, which can be physical, cognitive, and emotional. These three parts are important factors in the performance of each employee. Kahn also showed that employee engagement has positive effects on the outcomes of the organization. Later, Buckingham and Coffman (1999) found that employee engagement is an important force that drives customer loyalty. They created a tool for measuring employee engagement toward organizations which consisted of 12 questions. It is called “Q¹² Gallup’s Workplace Questionnaire”.

After that, Harter, Schmidt, and Hayes (2002) developed another 12-item questionnaire to measure employee’s organizational awareness in the workplace. The questionnaire was then developed into GWA/Q¹² to measure the elements that help building employee engagement. This questionnaire also contained items related to cognitive and emotional factors, not just behaviors. According to the research of Harter et al. (2002), the main characteristics of employees who are highly engaged with their organizations are: hard-working and devoting themselves to the organization, feeling that they belong to the organization, delivering consistent good performance, having a good attitude toward the organization and customers, trying to satisfy customers and exceed customer’s expectation, helping to create good atmosphere in the workplace, and being representatives of one’s organization by speaking well about it so that the people outside perceive the organization in a positive way.

Later, Hewitt Associates (2004) created an instrument to measure employee engagement. It consisted of 18 questions, focusing on individuality concerns, such as emotions and philosophical thoughts that make employees feel engaged with their organization or group. Three behaviors were measured: 1) “Say” or how much they speak positively about the organization, 2) “Stay” or how passionately they desire to

stay with the organization despite receiving new job offers from other organizations, and 3) “Strive” or the effort to use their talents at work. In other word, it measures whether the employees give their full effort to devoting themselves to help the organization accomplish its goals.

Schaufeli, Salanova, Gonzales-Roma, and Bakker (2002) spoke of employee engagement as a positive feeling about one’s job, with three major characteristics: Vigor, Dedication, and Absorption. Schaufeli and Bakkar (2004) considered the relation between job engagement and the behavioral context of the organization and found that cognitive aspects led to absorption behavior, emotions and feelings aspects led to dedication behavior. In the physical aspects, it led to vigorous behavior and working hard with determination. May, Gilson, and Harter (2004) tested the concept of Kahn (1990) and found that physical, cognitive, and emotional conditions had positive effects on employee engagement. Saks (2006) further developed Kahn’s concept by stating that employee engagement came from job engagement and organization engagement. It was related to job burnout.

According to the research “Insync Surveys: The Impact of Employee Engagement on Performance” (n.d.), when employees have high engagement with their organizations, it will lead to higher productivity (Taleo Research, 2009), safety, retention, customer loyalty, and profitability. This is consistent with the study of Hewitt Associates (2005), which found that the level of employee engagement clearly corresponds with the level of profitability because of higher productivity, sales, customer satisfaction, and retention.

According to a survey report conducted by Aon Hewitt Company on the level of employee engagement toward their organizations in the year 2013 from 11 countries in the Asia-Pacific Region (figure 1.3), it was found that the average level of employee engagement was at 58%. Indonesia had the highest increase of employee engagement, from 66% to 71%. Hong Kong had the sharpest fall of employee engagement, from 66% to 50%. Japan had the lowest level of employee engagement, at 34%, while Indonesia had the highest level, at 71%. The most important factor that affects employee engagement, according to the survey, was the difference in culture.

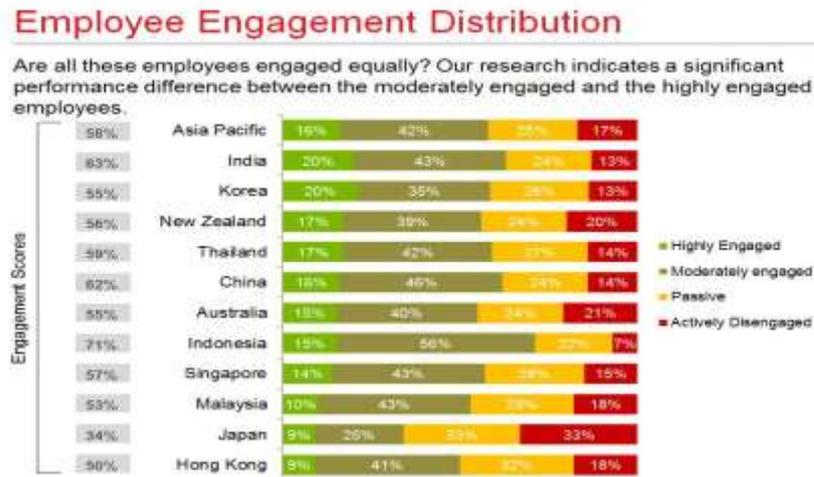


Figure 1.3 Level of Employee Engagement According to the Survey

Source: Aon Hewitt, 2012.

Furthermore, there were six countries that had improved their level of employee engagement; they were Australia, China, Indonesia, Japan, Korea, and New Zealand. By contrast, five countries that had lower level of employee engagement were Hong Kong, India, Malaysia, Singapore, and Thailand. According to this report, it seems that if a leader or an organization wants to increase the level of employee engagement, they need to have five key drivers: career opportunities, pay, recognition, organization reputation, and brand alignment (Domicelj & Vartak, 2013)

According to the survey report of The Gallup Organization, 70% of three million employees from 350 organizations had no engagement with their organization. It seemed that the longer this group of employees stayed with their organization, the less engagement they had. Nevertheless, allowing employees to participate or become a part of the organization will increase their engagement (Surasawadee Suwannawech, 2006). Also, some research found that the cause of low employee engagement can be the fact that organizations receive more and more new-generation employees annually (Generation Y). From a study, the level of employee engagement in this generation was lower than employees in other generations. If the organization does not pay enough attention to them, their engagement will become lower every year (MGRonline, 2012)

Therefore, internal communication has a very important role in encouraging or promoting employee engagement. If the content of the message communicated within the organization is clear, concise, and accurate, it will become an important management tool in building employee engagement (Lockwood, 2007). When employees are aware of their engagement with the organization, they will devote themselves to work and this will lower the rate of turnover and increase their desire to remain with the organization. Conversely, if internal communication is poor, the transferring of message may lead to a lack of trust and dissatisfaction. Employees may have doubt about news and information which might, in the end, make them decide to resign from the organization. Thus, organizations are trying to use various forms of communication channels to build awareness for their employees.

Many research studies show that internal communication have effects on employee engagement and their performance. For example, Watson Wyatt (2009) found that internal communication can increase the score of employee engagement and improve their performance as well. Some research found that the factor of satisfaction with internal communication has a positive influence on employee engagement (Young, 1996; Dortok, 2006; Iyer & Israel, 2012; Pratoom Rerkklang, 1995). This is consistent with the research conducted by Balakrishnan and Masthan (2013), which studied the effects of internal communication on the employees of Delhi International Airport. The results showed that internal communication and employee engagement had positive relations with each other with statistical significance.

There are also some research results that show how strategic factors and the form of internal communication can have effects on employee engagement. For example, Pounsford (2007) considered that personalized strategies of organizational communication, such as strolling, coaching, and other forms of informal communication could lead to better employee engagement, as well as higher trust and greater customer satisfaction. Bakker, Albrecht, and Leiter (2011) also found that employee engagement was influenced by internal communication. The reason was that internal communication is the method that the organization can most efficiently use to transmit organizational values to all of its employees. Effective management of communication in terms of strategy had a significant role on the positive development

of employee engagement. In addition, the research of Papalexandris and Glanaki (2009) found that the good design of internal communication was an important factor in building employee engagement.

There are also some studies which show that the direction of internal communication affects employee engagement. Welch and Jackson (2007) found that internal communication was a significant factor in building employee engagement successfully. It stressed that the manager must share credible news and information and emphasize open communication with the employees, in order to make them feel that they belong to the organization and increase their engagement, as well as help them understand the goals of their organization. MacLeod and Clarke (2009) reported that communication is a major factor in improving work performance through employee engagement. They suggested that good quality internal communication helps in building employee engagement, emphasizing that communication from the superiors to the employees must be clear. Poor communication can be an obstacle blocking employee engagement and can be a cause of employees to feel distant from the organization. White, Vance, and Stafford (2010) found that the communication of news and information from upper-level managers was very important for the employees. Their satisfaction with internal communication can increase their engagement with the organization and increase their desire to devote themselves to the organization. This is consistent with the research conducted by Foreman and Argenti (2005), which showed that internal communication was the central key that could lead to the success of the organization in implementing its strategies and building its reputation.

Some research reports that the channels used for internal communication have effects on employee engagement. Mishra, Boynton, and Mishra (2014) found that internal communication has the initial objective of sending messages to audiences to build up trust, manage the reputation of brands and the image of the organization, and support employee engagement. Executive managers believe that face-to-face communication is the most effective channel for internal communication because it can lower the rate of turnover and strengthen up the feeling of belonging to the organization among employees.

The researcher collected data from many studies in the research and thesis database. They consisted of Thai research papers from the Thai LIS Database and Digital Research Information Center and foreign language research and journals from the database of National Institute of Development Administration (NIDA), such as ProQuest Dissertation & Theses Full Text, Emerald, and SAGE. Additional data was obtained from Google. The researcher searched for content related to concepts, theories, and research papers concerning internal communication, employee engagement, and job performance efficiency. Most of the research papers were the studies about satisfaction with internal communication, forms of internal communication, methods of communication between superiors and subordinates, channels for internal communication, communication-related behaviors in organization, factors that affect employee engagement, behaviors that reflect employee engagement, and outcomes or effects of internal communication or effects of employee engagement on an organization. Most studies either used qualitative or quantitative method of research. They did not focus on the study of causal relationship between the three variables. (internal communication management innovation, engagement, job performance efficiency)

Therefore, the researcher discovered the gap in the study of internal communication management innovation to establish employee engagement and increasing job performance efficiency, and used all three variables to design the research framework. The methodology used was mixed method research to gain in-depth and actual data for present time. The research process can be divided into two stages. Qualitative method was used during the first stage, which included in-depth interviews by asking four key questions: First, concerning internal communication management innovation; Second, concerning employee engagement establishment; Third, concerning employee effectiveness and job performance enhancement; and concerning employee engagement and effectiveness establishment through internal communications management innovation. The aim was to study innovations in internal communication management in leading organizations of Thai organizations and to study internal communication management innovation to establish employee engagement and job performance efficiency in those organizations. Finally, the data

collected from the interviews was synthesized and used to create a set of questionnaires.

For quantitative research, the researcher created a model to show the causal relationship of internal communication management innovation. The independent variables were internal communication management innovation, which included six variables: management strategy, message and content, form of communication, direction of communication, channels of communication, quality of media, and organization culture. There were two dependent variables: employee engagement, which consisted of organization commitment and work engagement, and job performance efficiency, which consisted of participation in performance appraisal, self-performance, and collaboration with colleagues. The aim was to develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading Thai organizations and to validate the correspondence of the causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading Thai organizations with the empirical data. Also, the hypothesis was tested to study the direct and indirect effects of each variable.

The study “Causal relationship model of internal communication innovation in leading organizations of Thailand” aims to use its results as a main guide for the chief executive officer and those who are responsible for internal communication in an organization, including public offices, state enterprises, private organizations, institutes and other work units. It also aims to help related persons to become aware of the advantages and disadvantages when using the innovation model in reality. The results of this study may be used as a guideline to establish strategies, policies, and plans, to implement them in organizations, The aim is to use this information to improve the form and method of internal organization communication to be more effective and efficient in building employee engagement with the organization and improving their job performance efficiency. Moreover, the scholars in this field will learn about the factors of internal communication innovation that affect employee engagement and their job performance efficiency. The results of this study may also

be used to improve existing knowledge about internal communication management innovation.

1.2 Research Questions

1) What are the innovations used in internal communication management in leading organizations of Thailand?

2) Leading organizations of Thailand use what internal communication management innovations to establish employee engagement and improve job performance efficiency?

3) Does internal communication management innovation have a causal relationship with employee engagement? To what extent? Does this correspond with the empirical data? If so, How?

1.3 Research Objectives

1) To study innovation of internal communication management in leading organizations of Thailand

2) To study internal communication management innovation to establish employee engagement and job performance efficiency in leading organizations of Thailand

3) To develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand

4) To validate the correspondence of the causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand with the empirical data

1.4 Research Benefits

The benefits that this research will produce can be divided into academic benefits and application benefits, as follows:

1) Academic Benefits

(1) The development of a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand

(2) The application of research results in building bodies of knowledge about internal communication management innovation to establish employee engagement and improving job performance efficiency in leading organizations of Thailand

2) Application Benefits

(1) The research results can be used in establishing strategies and policies of internal communication to build employee engagement and improve job performance efficiency in other organizations, institutes, or agencies.

(2) The research results can be used to effectively and efficiently improve forms and methods of internal communication to establish employee engagement and improving job performance efficiency in other organizations, institutes, or agencies.

1.5 Scope of Study

This is a mixed method research to study causal relationship model of internal communication innovation in leading organizations of Thailand in three aspects:

1.5.1 Scope of Content for This Research is focused on the Study of Causal Relationship Model of Internal Communication Innovation in Leading Organizations of Thailand

1) Qualitative research-To study innovation of internal communication management in leading organizations of Thailand and to study internal communication management innovation to establish employee engagement and job performance efficiency in leading organizations of Thailand

2) Quantitative research-To develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand and to validate the correspondence of this model and empirical data

1.5.2 Scope of Population and Sample Group can be divided into Two Parts

1.5.2.1 Qualitative research-the researcher studied the sample group which consisted of the chief executive officer of organizations who were responsible in organizational communication or human resource management from nine leading Thai organizations. They are the organizations which Thai people wish to join the most, the include an award-winning organization of the world's human resources consultant company with a high level of employee engagement, and leading organizations that want to be an Employer of Choice, as listed below.

1) Leading organizations that Thai people wish to join the company the most, according to the survey by Job D.B. (Thailand) 2016.

(1) PTT Group (Public) such as PTT Global Chemical Limited Public Company Limited.

(2) The Siam Cement Public Company Limited.

(3) Toyota Motor Thailand Public Co., Ltd.

2) The award-winning organizations of the world's human resources consultant companies with a high level of employee engagement, such as Aon Hewitt Best Employee Award and Gallup Great Workplace Award.

(1) Advance Info Service Public Company Limited (2011, 2013, and 2016)

(2) Kasikornbank Public Company Limited (2011 and 2013)

(3) The Siam Commercial Bank Public Company Limited (2008 and 2012)

3) Leading organizations that aim to be an Employer of Choice.

(1) Bangchak Corporation Public Company Limited

(2) Mono Technology Public Company Limited

(3) Charoen Pokphand Foods Public Company Limited

1.5.2.2 Quantitative Research – the researcher selected the sample group from operational level employees in those leading Thai organizations. The criteria of selection was that they must come from 50 organizations registered on the Stock Exchange of Thailand with the highest market capitalization (SET 50) based on values calculated between January 1, 2018-June 30, 2018. There were twelve organizations were selected, which can be classified according into five business categories, as follows:

1) Banking

(1) Bangkok Bank Public Company Limited (BBL)

(2) Kasikornbank Public Company Limited (KBANK)

(3) Krungthai Bank Public Company Limited (KTB)

(4) The Siam Commercial Bank Public Company Limited

(SCB)

2) Information and Communication Technology

(1) Advance Info Service Public Company Limited

(ADVANC)

(2) True Corporation Public Company Limited (TRUE)

3) Energy and Utilities

(1) Bangchak Corporation Public Company Limited

(2) PTT Group Public Company Limited (PTT/PTTEP/

PTTGC)

4) Transportation and Logistics

(1) Airports of Thailand Public Company Limited (AOT)

(2) Bangkok Expressway and Metro Public Company

Limited [branch office 2] (BEM)

5) Commerce and Construction Materials

(1) Berli Jucker Public Company Limited (BJC)

(2) The Siam Cement Public Company Limited (SCG)

1.5.3 Scope of Area and Research Duration

1.5.3.1 Scope-the researcher selected leading organizations of Thailand registered on the Stock Exchange of Thailand and have their main offices and staff located in Bangkok.

1.5.3.2 Research Duration-March 2016-July 2018.

CHAPTER 2

CONCEPTS, THEORIES, AND ETC'

This research aimed to develop a causal relationship model of internal communication innovation in leading organizations of Thailand. The researcher studied related documents and research papers from Thailand and other countries about the following topics:

- 2.1 Concepts and Theories about Communication
- 2.2 Concepts and Theories about Internal Organization Communication
- 2.3 Concepts and Theories about Job Performance
- 2.4 Concepts and Theories about Employee Engagement
- 2.5 Concepts about Internal Communication Innovation
- 2.6 Related Research from Thailand and Other Countries

2.1 Concepts and Theories about Communication

2.1.1 Communication Concepts

Communication emerged from the concept that communication is a process or an exchange. Its essence is that the person who communicates is both the message sender and receiver. However, one cannot specify when communication begins or ends because it is a never-ending circle. The sender encodes and decodes the message, as well as create the message and establish behaviors. Many scholars defined communication as a form of process. Rogers (1976) said that it is a transfer and exchange of facts, thoughts, and actions, with an intention to change the behavior of person(s). Here, behavior means the exchange of knowledge, understanding, attitudes and public actions. Schramm (1973) tried to explain the process of communication as a cycle of information exchange between two persons. The process begins with translating the message and transferring it to each other, then repeated over again until

both sides come to mutual understanding. This corresponds with the concept given by Keyton (2011) who defined communication as a process of transferring news and information and mutual understanding from one person to another (Berelson & Steiner, 1964). Some other scholars viewed communication in terms of stimuli; in other words, it means all communicating behaviors that are meant to transfer news and information, or stimuli, from sender to receiver (Newcomb, 1966). This is consistent with the concept given by Stevens (1950) who said that it is a response of sensing body parts toward stimuli.

To conclude, there is no one specific definition of communication that can cover all types of communication. Each definition fits its own purpose and produces different results. Therefore, the meaning of communication is very wide and can be used in various kinds of situations. Therefore, one needs to carefully consider and select the definition that is suitable for each communicating activity. Communication must consist of three main elements: Sender, Receiver, and Message. When these three elements are put together, it is called communication. It is a dynamic activity, always changing, and has a complex nature.

2.1.2 The Elements of Communication Process

Communication process is the heart of the operation of an organization, helping it to run effectively. Some communication models can help us to have a clear view toward communication. The researcher used the model of Berlo (1960) who had developed it according to the concept of process models. It considers that communication is a process of interaction between elements without beginning or ending or specific chronological order. Each element affects one another. Therefore, the model consists of the main elements: Sender, Message, Channel, and Receiver, as shown in figure 2.1 which states all the elements in details.

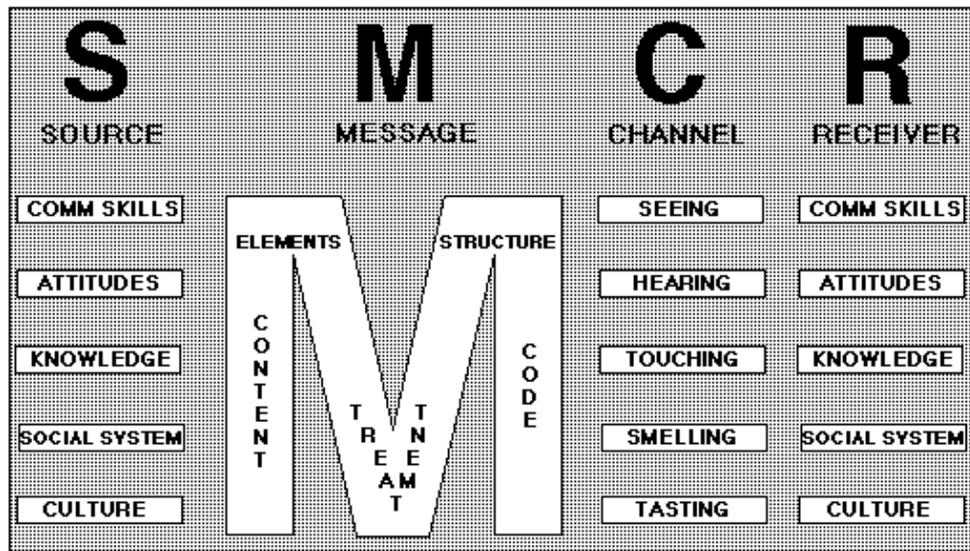


Figure 2.1 SMCR Communication Model by Berlo

Source: Lewis, 1980.

1) Sender – This is an important element in the process communication. Sender means the person who initiates the communication with another person or another group of people. The sender can be one person or more. Anyone or any group who begins the communication is considered the sender. This person or this group of people intends to send news, information, feelings, thoughts, attitude, beliefs and others to the sender in order to affect the sender in a particular way. Therefore, The sender is an element that relates to other elements for the sender is the one who selects the message to be sent, as well as the method and the channel to communicate the message to the receiver. The sender also selects and specifies who will receive the message, with the purpose of creating a level of changes in the person who is receiver of the message. For example, The sender may want to change perception or knowledge, belief, attitude or behaviors of a person or a group of people or a society.

2) Message – This refers to meaningful content expressed through any languages, symbols, or signs that cause perception of and reaction to that meaning. According to Berlo, messages includes words, sounds, facial expressions, and

manners created by a person who is functioning as the sender. Generally, message consists of three significant parts, as follows.

(1) Message Code – In general, This includes languages, symbols, and signals invented by humans to express thoughts, feelings, beliefs, values and objectives of the sender. The message code can be in the form of verbal message codes, such as spoken and written language, and non-verbal message codes such as manners, gestures, pictures, etc. Which message code the sender decides to use depends on his or her system, society, and culture, as well as the habitat of both sender and receiver. This will also determine how much mutual understanding they can get from the meaning of the message code.

(2) Message content – This means stories or information that the sender wants to transfer to the receiver. There are many types and many characteristics of content, such as general content, specific content, academic content, or non-academic content. And it can also be information, opinion, news, entertainment, and persuasive content.

(3) Message Treatment – This means the method of arranging the message code to create the desired content. It often depends on the structure of the language and the personality of each person. Mostly the treatment of the message is shown in the styles and personality of the sender.

3) Channel of media – This refers to the instruments or channels that the sender uses to get the message to a person or group of people who are receivers. It also means channels or media that will bring the message to the receiver. It can refer to channels that will bring the message toward the five sense of human for perceiving things, which are seeing, hearing, smelling, touching, and tasting.

4) Receiver – There are other words that have the same meaning as receiver, such as decoder, listener, and audience. The qualifications of the receiver are similar to that of sender. They include communication skills, attitude, knowledge, social system, and cultural system. Whether the communication is successful or not depends on how the receiver chooses to take in, interpret, and understand the information he or she receives. Therefore, The receiver is a person or a group of people who can perceive the message sent by the sender. The sender determines the

destination of the message and this is decisive factor to determine whether the communication is successful.

2.1.3 Characteristics of Communication

Communication is a process with many characteristics. O'Rourke (2010, as cited in Natchuda Wijitjammaree, 2018) said that human communication is dynamic or always changes. A message from the sender can cause reactions or another message from the receiver. Each communication produces effects and changes the experience of the persons involved. Communication is continuous and is never static, even when the receiver is still or does not respond to the sender. This is because stillness also communicates a meaning. Communication is circular. When a message from the sender reaches the receiver, it is interpreted and then a response is sent back to the sender. So the receiver becomes the sender. Communication is unrepeatable. When a circumstance changes, people also change. Communication is irreversible and complex because each human being is different in thoughts, education, experience, and perception.

2.1.4 Principles of Efficient Communication

Communication is a process that involves sender, message, channel, and receiver. Therefore, efficient communication should have the following seven qualities (Cutlip & Center, 1952).

1) Completeness – The receiver should receive information necessary for them to act. With completeness of information, the receiver will not have to ask for more information from the sender, so the process of communication is more flowing.

2) Conciseness – Conciseness helps protect the message until it reaches the receiver. It has to do more with the content than the length of the content. Even the content of a memo can be shortened by removing unnecessary or complicated parts of the message. A concise message helps the receiver understand what is essential and they should pay attention to. It also increases the speed in sending the message to create mutual understanding.

3) Consideration – Efficient communication needs the consideration of background and perspective of the receiver. If the message is annoying or said in an impolite tone, it will affect the emotional reaction of the receiver. So it is important to adjust the message to make it appropriate for the receivers and easy to translate the content. For example, do not use an argumentative style or use examples that related to negative experiences of the audience or the listener.

4) Concreteness – Concrete statements are specific, tangible, and vivid. They provide facts and figures to be more reliable and help the receiver to see a wider picture of the message. It also reduces the risk of misunderstanding, promotes trust, and supports creative criticism.

5) Courtesy – The sender must respect the culture, values, and beliefs of the receiver; for example, one should send a message that is polite, friendly, and unbiased.

6) Clarity – A clear message helps the receiver easily decode it as intended by the sender. Misunderstanding can come from a lack of clarity. Therefore, initially, the sender must have a clear and precise goal of communication. It will help bring clarity, concreteness, and reduce uncertainty or confusion in the process of communication.

7) Correctness – Correct grammar increases the effectiveness and credibility of the message. Significant errors may affect the clarity of the message and cause uncertainty and doubts. Moreover, it can negatively affect the perception of the message when sloppiness or negligence is seen.

2.2 Concepts and Theories about Internal Organization Communication

Internal organization communication was formally studied for the first time in the 1950s. The scholar who played a major role in that study was W. Charles Redding. Internal communication in organizations has been seriously studied after that by social study scholars and behaviorists, This has resulted in the analysis of how internal communication needs to develop its concepts by borrowing from other sciences such as organizational psychology, organizational social studies, and

organizational behavior. Some scholars have divided the views toward into the following three perspectives (Daniels, Spiker, & Papa, 1997).

1) Traditional Perspective or Functional Perspective – The organization is viewed as a machine and internal communication is considered something that can be observed with objectivity. It can also be measured, categorized, and related to other processes in the organization. This view focuses on studying communication behavior that establishes the guidelines for the operation of the organization and other results such as production capability, satisfaction with work, and the organizational commitment of the employees. It also studies the relation between the communication process and efficiency of the organization, the function of messages and different types of communication behaviors, and other factors that affect internal communication. It considers that the executives rely on both the control and the cooperation from other employees to create efficient in communication.

2) Interpretive Perspective – The considers that an organization is a culture, which consists of values, beliefs, and perceptions that are the foundation of human behavior (Haviland, 1993). This group of theorists tried to discover how the initial culture influenced the exchange of knowledge and experience of members of the organization. They were interested in the symbols and signs that each organization uses in order to explain what the employees perceived through the communication process and what they expressed.

3) Critical Perspective – This approach views the employees as a tool for gaining advantages or a tool for control and gives importance to the relationship between privileged groups of people or weaker groups of people inside an organization. This inequality derives from differences and inequality in the power structure of the organization. Critical theorists are interested in organizational structure and the use of symbols that give meaning at the same time, such as distorted communication (Deetz, 1982).

The above three perspectives can be used in explaining the concepts of organization internal communication, as follows.

2.2.1 Meaning of Internal Communication

Internal communication in organizations has received significant attention from scholars since 1940. They provide definitions or meanings of organization differently, depending on the roles and the method of study in each era, such as Entertaining Employees (1940s), Providing One-Way Communication (1950s), Persuading Employees (1960s), and Open Communication between Employee and Management (1980s to date). Even in present century, they are still interested in studying about stimuli, managerial changes, and employee organizational engagement and participation (Chalmers, 2008). Examples of various definitions provided by the researchers are as follows.

One of the definitions of internal communication related to the sharing of information is given by Lewis (1987), who said that it is the sharing of news, thoughts, and attitude between managers, employees, and teams by the use of communication technology or mass media for exchange of information. This is similar to the definition provided by Bovee and Thill (2003). Another definition is from Smidts et al. (2001) who stated that it is the communication between supervisors and colleagues in order to gain information for work. Quirke (2000) added that internal communication is the sharing of different news and information across departments or divisions. Internal communication can be compared to a jigsaw puzzle. Each division/department needs to be responsible for it and it can become confusing and complicated. In addition, Nongkhran Dongyen, Supatta Yodtee, and Seang-arun Sunwong (2010) said that it is a process of news and information exchange between work units and all levels of employees within an organization. They are under the influence of the surrounding and atmosphere of the organization and society, which can change anytime, depending on the circumstances. The aim of internal communication is to create mutual understanding for the operation of the business and to help the organization and its members to accomplish their goals (Nathawat Phra-ngam, 2012).

Definitions of internal communication related to form and method of communication are provided by some scholars. Van Riel (1995), defined it as a tool for management that harmonizes internal and external communication in order to create effectiveness and efficiency of work. Cornelissen (2004) said that it is the

combination of all methods used in communication between employees of the organization, such as circulars and the intranet. Alternatively, Chaney and Christensen (2001) viewed internal communication in terms of employee relations, mission of statements, and organization development. This is consistent with the definition provided by Visser (2000) who stated that it is interpersonal communication in organization related to the business goals, organization structure, and roles and responsibilities.

Additionally, some scholars also define internal communication in terms of an integrative strategy management that is related to all stakeholders in the organization. Frank and Brownell (1989) said that it is a transaction of communication between individuals or groups at various levels. Each has its own unique characteristics. It has a goal to design or redesign or implement or coordinate day-to-day activities. This is similar to the view of Kalla (2005) who explained that internal communication is social interaction through messages, focusing on integrated formal and informal communication, in order to communicate with all levels of employees in the organization. Next, Dolphin (2005) argued that internal communication is the communication between the leaders of an organization and the main stakeholders or the employees. Welch and Jackson (2007) added that internal communication is the strategic management of communication and relationships between the stakeholders at every level of the organization. Such strategy is designed to promote organizational commitment, a sense of belonging, and awareness of environmental change, as well as to create mutual understanding to develop goals.

Therefore, the research concluded that internal communication is the process of sending and exchanging news and information between employees of all levels and all work units in the organization through formal and informal form of communication, depending on the structure of the organization. There are many channels of communication that can be used based on the environment and the atmosphere of each organization. This communication is related to business goals, organization structure, and responsibilities. Efficient internal communication will help the members of the organization to achieve their goals and create organizational commitment in employees.

2.2.2 Importance of Internal Communication

Internal communication is important to mutual understanding between the superiors and subordinates, between the executives and the employees, and between all members of the organization. Efficient internal communication will connect, promote, and encourage employees to devote themselves to the organization and help it to succeed, achieve the expected results of performance, and higher productivity (Opitz & Hinner, 2003; Hargie & Tourish, 2009). Therefore, Thayer (1961) and Richmond, McCroskey, and Powell (2013) explained the goals and functions of internal communication as follows.

1) To give information to members of the organization - This needs to happen everyday to assure that everyone understands the goals that the organization and its members have in common. Any decisions will not be effective if the members of the organization are not aware of the results that the decisions will produce. This is similar to the view of Patchanee Cheyjunya, Metta Vivatananulul, and Thiranan Anawatsiriwong (2004) who said that internal communication plays an important role in keeping all the functions in the organization working smoothly and creating understanding between different jobs in the organization, as well as between the organization and external individuals and institutes.

2) To regularly assess the performance or operation results of members of the organization to see whether it is in accordance with the objectives of the organization

3) To give orders to subordinates or to enable them to take orders from the superiors

4) To influence or persuade employees, especially to motivate them to work, so that the organization can become dynamic and changeable.

5) To benefit other activities that are not directly related to the goals or the objectives of the organization, especially to satisfy personnel or respond to their needs with ways that are not in conflict with the goals of the organization

Robbins (2003) stated that there are four major reasons for organization internal communication:

1) To create meaning – Communication is an important factor that can create power or motivation in employees, making them want to devote themselves to

work and remain with the organization. Internal communication management is about sharing the feelings and thoughts of the employees and the executives in order to bring higher productivity to the organization. Since organizations try to facilitate their communication with the employees by using different tools, internal communication is an important way to transfer meaning and create the right understanding for the receiver of the message.

2) To build trust – Internal communication can build trust by enabling all the members of the organization to have the right understanding about the vision of the organization. Internal communication should be open and free and have channels of communication that are always accessible. Williams (1998) said that the results of the process of communication helps employees to have a better understanding of the values, ethics, and strategies of the organization because communication is the middle point between development and the maintenance of trust and honesty. This is similar to the opinion of Argenti (2009) who believed that the creating of atmosphere that promotes respect to all members of the organization should directly come from the managers to the employees. The larger and more complicated the organization become, the more it needs to rely on internal communication.

3) To make decisions – Making decisions is directly related to the system of communication. The quality of internal communication in an organization can be measured by general top-down messages, as well as the feedback given through down-top messages to be used in making decisions. Communication is also important for sending messages across departments or divisions.

4) To give feedback – Employees want to give feedback to their organization. The process of giving feedback is important because the right flow of information can lead to decisions that respond to the needs and leads to the accomplishment of the work goals.

2.2.3 Strategies/Objectives of Internal Communication

Today, most executives of organizations establish internal communication as one of the core responsibilities. They also include it in the strategic plan of the organizations (Welch & Jackson, 2007; Cornelissen, 2008; Argenti, 2009; Goodman & Hirsch, 2010). This is because efficient internal communication will build

organization commitment, help the organization to achieve better business results, maintain corporate reputation, share knowledge, and gain trust and sense of belonging from their employees. It also builds awareness and employee engagement (Kalla, 2005; Yates, 2006; Welch & Jackson, 2007; Verghese, 2017; Bunga Posiw, 2010). The researcher has collected several important strategies and objectives of internal communication (Goodman et al., 2013; Cox, 2014) as follows.

1) Corporate Strategy and Policy – This is the communication of the vision and values of the organization to ensure that employees are aware of the direction of organization strategies and understand future priorities. Bunga Posiw (2010) found that internal communication management directly affects overall operation results and internal communication strategies should be part of the main strategic plan of the organization because it can increase performance effectiveness of the organization (Welch & Jackson, 2007; Cornelissen, 2008; Argenti, 2009)

2) Employee engagement (Internal) – Internal communication focuses on employees, such as announcement about changes in employees, hiring processes, promotion, and diversity of culture. For example, an organization may give importance on wide-ranging and diverse work force to build employee engagement. Thus, efficient communication will increase productivity, reduce absence rate, and improve the quality of products and services (Clampitt & Downs, 1993).

3) Media and public relations – Internal communication management informs employees about changes in policies, improves the process of communication, prepares education and training, and deals with the problem of too much information being communicated to the employees. It also informs the employees about what is going on across organizations and about success of the organization. It also focuses on the challenge of employee retention, which largely depends on the rapidity of news about events in the industry and the improvement of brand awareness.

4) Crisis communication – Internal communication management helps the organization to be prepared for dealing with crises that may occur. It ensures that related persons receive accurate information and guideline for operation before, during, and after the crises, in order for the organization to survive.

5) Change management – Internal communication management ensures that employees receive up-to-date information about plans for changes or structural changes, as well as introducing of new business, integration or merging of business, and reduction of organization size and bureaucracy. Communication about changes will decrease uncertainty and rumors. It is also important for the promotion of interpersonal relations in the organization and for keeping the employees informed about the changes in their environment (Welch & Jackson, 2007; Verghese, 2017)

6) Intranet communication – Technological advancement supports the function of the intranet and how it will drive employee engagement. It can help in the survey of cooperation and social form in order to support internal communication experience.

7) Reputation management – Current organizations use communication with external individuals to maintain their reputation and attract talented people. They also try to create positive image in the eyes of outsiders. Dortok (2006) found that organizations that can establish the roles of internal communication strategy for the benefit of their reputation will help

Furthermore, many organizations have internal communication strategies to build organization culture for it can be beneficial for performance and can increase productivity when employees have trust among themselves, as well as a sense of belonging (Block, 1989). This can be done by the methods of communication to build organizational culture, such as using legends or stories, material symbols, rituals, language and motto (Wichian Wittaya-Udom, 2004).

Therefore, the researcher selected internal communication strategies that are related to overall strategies and policies in communication, building of employee engagement, the use of media and public relations, communication through the intranet and other technologies, and the building of organizational culture, in order to study the internal communication management innovation in leading organizations of Thailand.

2.2.4 Model of Internal Organization Communication

Van Riel (1995) defined internal communication as a part of organizational communication within the model of integrated corporate communication. The

common starting points of the model are strategy, image, and identity. Corporate communication can be divided into management communication, organizational communication, and marketing communication (figure 2.2). Each type has its own functions, as follows.

1) Management communication is about communication about resources, including human resources.

2) Marketing communication is about advertising, email, direct mail, personal selling, and sponsorship, but not including marketing public relations.

3) Organizational communication is one of the seven factors of corporate communication, involving public relations, public affairs, environmental communication, investor relations, labor market communications (recruitment), and corporate advertising. The strategies of public relations are changing the form of media relations, which is different from the traditional perspective of organizational communication.



Figure 2.2 Internal Communication in the Model of Integrated Communication

Source: Van Riel's, 1995.

Quirke (2000) explained that internal communication can share different news and information across departments or divisions. It can be compared to a piece of a jigsaw contributed by each department or division. They also have to be responsible for the complexity of communication within their own work unit (figure 2.3).



Figure 2.3 Different Departments own Pieces of the Communication Jigsaw

Source: Quirke, 2000.

Kalla (2005) developed the model of integrated internal communication (figure 2.4), which consists of four elements: business communication (communication skills of all employees in the organization), management communication (the development of communication skills in managers), corporate communication (the function of formal communication by the organization), and organization communication (philosophy or theory related to a specific issue). All elements have a common point, which is communication. It links them closely together.



Figure 2.4 Integrated Internal Communication Framework

Source: Kalla, 2005.

Welsh and Jackson (2007) said that internal communication is grounded in the context of organizational communication through the views of stakeholders. It emphasizes on strategic management in interactions and relations between stakeholders in the organization in related dimensions. They developed a model of internal communication that consisting of four dimensions, as follows.

1) Internal line manager communication – This occurs at every level of organization, starting from the senior manager communicating with the Chief Executive Officer. Line manager communication is related to the roles of employees and the effects on individual communication among employees. Some examples of internal communication in this group are goal-setting discussions and evaluation/assessment meetings. They are conducted in a day-to-day basis in order to accomplish the allocation of resources such as finance management and human resource management.

2) Internal team peer communication – This is an internal communication that relates to employees and team managers, such as peer-to-peer or employee-to-employee in an established group. Such pair communication within a team also includes team discussion.

3) Internal project peer communication – This is internal communication that relates to employees working on the same project, especially communication about the issues of the project. Its outstanding feature is two-way communication. Participants at the project level include employees and managers who are members of the project. Therefore, internal communication at the project level is about pairing or employee-to-employee communication, emphasizing on delivering the finished project according to the established goals or expectation. Examples are communication within network and communication of small groups.

4) Internal corporate communication – This is a communication at the strategic management level sent from the executive to the whole employees of the organization. It is one-way communication and is mostly about organizational issues such as goals, objectives, new product development, activities or achievements of the organization.

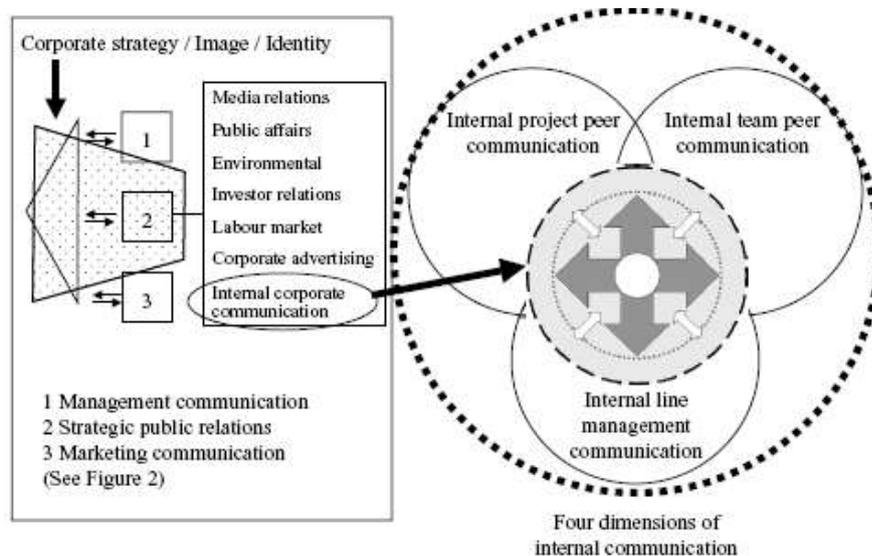


Figure 2.5 Position of Internal Communication on the Aspect of Integrated Corporate Communication

Source: Welch and Jackson, 2007.

Rawewan Prakobphon (1997) said that organizational internal communication is a process that transfers news, information, and understanding so

that the subordinates and other employees may change their behaviors according to what the organization desires. The elements of this process are: sender, receiver, communication channel, and symbols, as shown in figure 2.6. Therefore, how effective is the communication process depends on the function of each element.

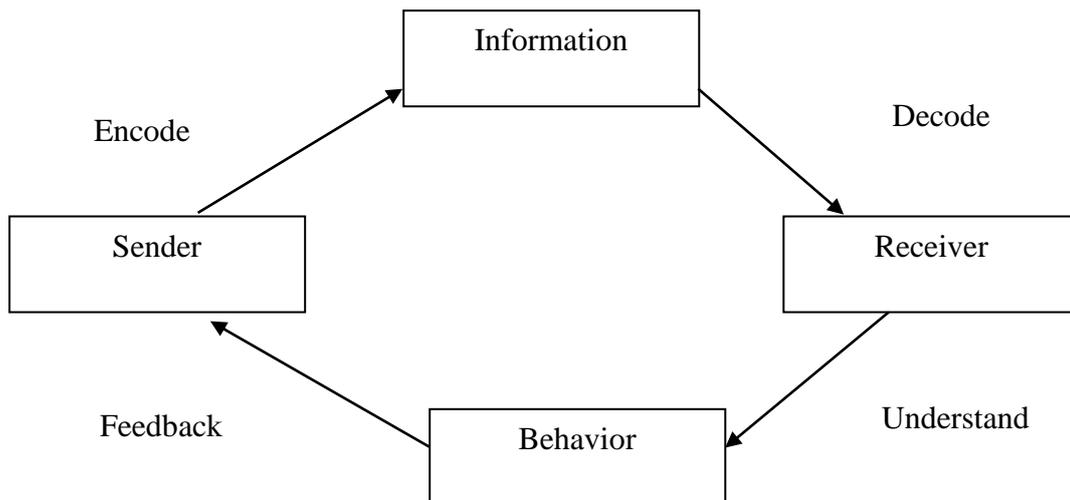


Figure 2.6 Symbols and Channels of Communication

2.2.5 Form of Internal Communication

Scholars and researchers have classified internal communication based on their own perspectives. Zajkowska (2012) said that the foundation of each type and the system of internal communication has two parts: direct communication (internal and external), and the direction of communication (horizontal and vertical). Sengupta (2011) divided internal communication into three types: formal communication, semi-formal communication, and informal communication. Also, Zaremba (2010) categorized internal communication into three types, 1) based on the criteria of location, such as external and internal communication, 2) based on formality of communication, such as formal and informal communication, and 3) based on direction, such as upward, downward, and horizontal communication. Thus, the researcher established the following forms of internal communication in this research.

1) Formal communication – This is a channel established by the structure of the organization appropriate for employees in receiving news and

information from the organization. The organization chart will show who to send or report the information and what is appropriate for the authority line structure (Zaremba, 2010). Formal information takes a long time for the message from the superiors to be sent to the subordinates. It can be used in explaining the direction or the flow of information in the organization, such as downward communication, upward communication, and horizontal communication. Welch and Jackson (2007) presented the matrix of formal internal communication in the dimension of communication and goals of the organization. There are four forms of such communication: internal line manager communication, internal team peer communication, internal project peer communication, and internal corporate communication. This matrix distinguishes internal corporate communication from other dimensions of organizational communication. It also separates the dimension of the level of communication, direction of the flow of information, participation, and characteristics of the content/message, according to Figure 2.7.

Dimension	Level	Direction	Participants	Content
1. Internal line management communication	Line managers/supervisors	Predominantly two-way	Line managers-employees	Employees' roles Personal impact, e.g. appraisal discussions, team briefings
2. Internal team peer communication	Team colleagues	Two-way	Employee-employee	Team information, e.g. team task discussions
3. Internal project peer communication	Project group colleagues	Two-way	Employee-employee	Project information, e.g. project issues
4. Internal corporate communication	Strategic managers/ top management	Predominantly one-way	Strategic managers-all employees	Organisational/ corporate issues, e.g. goals, objectives, new developments, activities and achievements

Figure 2.7 Internal Communication Matrix

Source: Welch and Jackson, 2007.

Dimension 1 – Internal line manager communication: This is two-way communication between the managers and the employees of the organization, between the superior and the subordinate under the context of the employee's roles, such as evaluation discussion and team trust.

Dimension 2 – Internal team peer communication: This is the two-way communication between members of teams, between different teams, and between employees, in the context of team information, such as the discussion on team's work burden.

Dimension 3 – Internal project peer communication: This is two-way communication between teams within a project and between employees in the context of project information, such as the issues of the project. The difference between teams and project teams is that teams are working groups in a department or division, while project teams cover a wider scope.

Dimension 4 – Internal corporate communication: This is one-way communication in strategic management level from executive managers of the organization to all the employees of the organization. The communication is mostly about the issues of the organization such as goals, objectives, new products development, activities and achievement of the organization.

2) Informal communication

Informal communication – This is communication through channels that are not established by the organization or channels that have not been specifically designed. Some scholars called it “grapevine communication.” The methods used are informal, such as chatting, gossiping, etc. Informal communication plays a very important role because it spreads news more rapidly than formal communication (Zaremba, 2010). Moreover, this kind of communication influences development and promotes standard of work performance, employee's expectation, and employee's values in group level (Natchuda Wijitjammaree, 2018). However, the problems with grapevine communication is that there is no responsible person and it is a significant way for rumors to spread in the organization. Davis & Newstrom (1989) explained that “grapevine” informal internal communication can spread news and information in four different forms, as follows.

(1) Single strand grapevine – This is communication by words of mouth, from one member of the organization to another, then to the next, and so on. It is limited and cannot be freely used in coordination and contact between members of the organization because one member who is sender of the message can contact only one - two people at a time. Therefore, this kind of communication received low

satisfaction from members of organization. Also, it often causes distortion of messages.

(2) The gossip grapevine – This is communication of news and information to everyone in the group without specifying a particular member as receiver of message. The message will spread throughout the organization and it is hard to know who the original sender of the message is.

(3) The probability grapevine – It is communication from one member to another person or more without specifying. One chooses to communicate the message based on one's interest and whether or not the message will have effects on oneself and one's group. It is possible that the message is communicated to another person immediately, depending on how much the member who receive the message is interested and wants to pass it on.

(4) The cluster grapevine – This is communication from one member to a specific member of the organization who is trusted by the sender of the message. The receiver, then, passes on the message to another member who is considered trustworthy.

2.2.6 Communication Flows

This means the direction or the flow that the information moves through the organization. It can be based on the organizational structure or chain of command. There are two types of internal communication, formal and informal one, but this research will specifically consider formal internal communication. Most scholars categorize internal communication into three directions: downward communication, upward communication, and horizontal communication (Thill & Bovee, 2010), which can be explained as follows.

1) Downward communication – This is communication from the executive or the superior to the subordinate. In most organizations, this is a decision from higher level toward the lower level or the sending the message down the vertical chain of command. The contents being communicated are orders, policies, goals, and rules from the executives to the employees. Most are one-way communication, without considering the feedback and whether or not the message reaches the receiver (Zaremba, 2010). Examples of downward communication are: employee handbook,

letter from CEO to employees, meetings of work unit, and minutes of meetings, internal journals, bulletin boards, announcements, and orders through the chain of command from the highest authority person to operational employees. The advantages of downward communication include fast, less distorted information, and clear understanding of organization policies and business operation. On the other hand, problems from this direction of communication include being one-way communication which lacks feedback from the employees, message overload, and insufficient clarity of message (Goldhaber, 1993).

2) Upward communication – This is communication from the subordinate to the superior. This is a very important direction of communication because it is two-way and the executives can use it to gain information that will help them make the right decision, such as opinions and feelings of the employees, as well as valuable feedback and suggestions (Katz & Khan, as cited in Daniels et al., 1997). Examples are progress reports during a crisis or forecasts of likely accidents. This will inform decision makers and help them improve effectiveness or solve issues that cause troubles to the operation of the business. However, in practice, upward communication is not used regularly. Methods of communication in this direction are, for instance, opinion surveys, suggestion programs (Zaremba, 2010), and employee meetings. Problems and obstacles from this direction of communication include employees lacking motivation to express their opinions, or the executives being likely to respond to only positive comments (Koehler & Huber, 1974), and employees being likely to conceal their opinions from supervisors (Sanoh Tiyoa, 1994).

3) Horizontal communication – This is communication between employees at the same level, or from one department to another, both horizontally and diagonally. Today, more organizations realize the importance of this direction of communication because it increases more productivity and enables more cooperation from various work units which, consequently, helps solve problems, facilitates the sharing of information, improves morale of employees and solves conflicts (Koehler, Anatol, & Applbaum, 1981). Examples of horizontal communication are group meeting, telephone discussions, notes, social activities (Sanoh Tiyoa, 1994), and communication through social media, such as Facebook and Line (Natchuda Wijitjammaree, 2018). Scholars found that the main problems with horizontal

communication are the lack of motivation to communicate, the seclusion between work units, and the lack of trust of one another (Sanoh Tiyoa, 1994).

2.2.7 Internal Communication Channels

The channel of communication is the medium that delivers the message or content from the sender to the receiver. The channels will send the message to the five senses of humans: seeing, touching, hearing, smelling and tasting. Therefore, the sender must understand and choose the channels for internal communication that are appropriate to the content/message and accessible by the target groups. This will help employees to receive clear and accurate information, enabling them to work effectively and efficiently according to the goals of the organization. Channels of communication are also important to make the message or information more attractive or interesting. The researcher chose to explain channels of communication based on message typologies (Robbins, 2003), as follows.

1) Written communication – This is one-way communication that is easy to understand. The sender and the receiver exchange information through messages, which can consist of letters and numbers, such as circulation, notes, letters, memo, notices, annual reports, news, pamphlets, newsletters, journals, and work manuals. These channels can be explained in details as follows:

(1) Routine reports – This depends on correct timing. This can be the weekly report about an activity or an event, summarizing what happened. The report needs to be written clearly and accurately for the readers. The report should state its objectives and avoid personal emotions, feelings, and opinions.

(2) Memoranda - the management and the subordinate. The content is about normal regulations or work procedures of work, such as providing information about a new procedure, or persuading employees to make additional actions, etc.

(3) Inquiries – These are notes stating the need for some information that will be used for assessing and solving problems before providing suggestions for practice. It may be the details about the cause of a problem or details for making instructions about finding a solution.

(4) Notices or newsletters – This is used for quickly sending of news and information because the information is easier to gather than that of newspapers (Smith & Mounter, 2005).

(5) Summary, annual reports, and employee surveys – Annual reports and the results of employee surveys provide feedback and help to create a deeper understanding for individuals about the work of the organization.

(6) Notice Boards – These are viewed as traditional and formal internal communications in the organization. An advantage of a notice board is that it can be seen for a longer period of time than emails in the computer. However, the content of the board should be dynamic or should be reviewed and updated frequently (Smith & Mounter, 2005).

Besides that, Fletcher and Major (2006) also mentioned computer mediated text transfer.

2) Oral communication – This means communication through the spoken word. The outstanding advantage of this kind of communication is speed and feedback. Oral internal communication can be done via three methods: face-to-face communication, ear-to-ear telephone conversation, and telecommunication, for example, the use of video mediated conference, etc. (Wiesenfeld, Raghuram, & Garud 1999; Fletcher & Major, 2006).

(1) Face-to-face communication – This is two-way communication between two or more people, including focus group conversations, management meetings with employees, team briefings, and direct approach (e.g. the manager inquiring about schedule of work or going to a team member for a discussion). The main objective is to create a trusting atmosphere and strengthen interpersonal relationships (Fairlie & Ogg, 1988).

(2) Individual meeting – This is a channel of communication used for sending messages personally, such as building motivation in an employee, discussing about responsibility in the project of the assignment, and performance evaluation. Individual meetings need to be planned before communicating.

(3) Information meeting – This is communication through different levels of authority with the purpose to deliver news and information, report team progress, and dispel employee's negative reactions.

(4) Dialogue meeting – This has the purpose of exchanging personal opinions with employees about specific questions.

3) Nonverbal communication – This is another way to communicate besides using written message or spoken words. This kind of communication includes body language, such as hand motions and facial expressions. Sheer and Chen (2004) mentioned that there are four channels of nonverbal communication: proxemics or the use of personal space and distance, kinesics or body postures and movement, oculusics or the communicative aspects of eye behavior such as gaze and movement, and vocalics or paralanguage such as vocal tone and intonation. Gabbott and Hogg (2000, 2001) said that nonverbal communication involves an interaction of all aspects, intentionally and unintentionally. It is affected by three major variables: gender, culture, and personal habits. The factors that may have effects on the interpretation of nonverbal communication is the context of media richness theory, which states that understanding depends on the intensity and mix of verbal and nonverbal communication.

Additionally, some scholars suggest that channels of communication in organizations can differ, depending on the context of the message, direction of flows, and form of communication. For example, Friedl and Vercic (2011) categorized internal communication into traditional and modern forms. Traditional channels include employee's magazines, the intranet, organization tv, emails, and internal letters on notice boards, as well as face-to-face communication and employee meetings. Modern channels focus on the use of technology and social media, such as blogs, micro blogging, social networking, podcasting, video and photo sharing. This will be discussed further on the topic of internal communication innovation.

Those who are responsible for internal communication need to have understanding about each type of channels of communication because they differ in their strengths and limitations. They also have different purposes. Therefore, internal communication will be effective or not depending on the appropriateness and accessibility of channels that the responsible message sender chooses.

2.2.8 Organization Culture and Internal Communication

The concept of organization culture influences the role of internal communication. The executives stipulate organization culture as a significant strategy for internal communication. This is because a culture that facilitates work performance will increase productivity, and the employees will have greater trust with each other and more sense of belonging (Block, 1989). Schein (1983) established a framework of organization culture, which consists of: values, basic beliefs, innovations, and behaviors. It also includes perception that is the fundamental base of human behavior (Haviland, 1993).

Schein (1992) defined organization culture as an occurrence that comes from togetherness of the members of organization, a form of basic beliefs exchanged to enable learning, problem solving, and adjusting oneself to the internal and external environment. There are three levels of organization culture: 1) artifacts or things that are visible to the eyes, including physical aspects and things made by the members, as well as visible behaviors, 2) the values of individuals and groups, showing the expectations about the organization that every member should hold, and 3) assumptions or mutual agreement between the members. Therefore, culture influences the attitudes and behaviors of all members of each organization so it becomes the norm of behavior that the members should observe and practice consistently.

Chetsada Noknoi (2016) summarizes the concept of organization culture as having four characteristics: 1) organization culture is complex because it involves traditions and customs; 2) organization culture can be built from the interaction of members of an organization through channels and the process of communication; 3) organization culture is not one single thing but it is composed of many sub-cultures, such as professionalism and administration (Hofstede, Hofstede, & Minkov 2010), and 4) sometimes organization culture can be ambiguous, making it hard to interpret.

Each organization is different in the context of structure, characteristics, management procedures, leadership style of the executive, and division of work groups, resulting in the organization culture of each work place being complicated and different. Behaviors of employees also differ according to these contexts.

Therefore, the communication method used in building organization culture must be appropriate and suitable for the context of each organization. Such methods include legends or telling company stories, material symbols, rituals, and language (e.g. mottoes) (Wichian Wittaya-Udom, 2004).

Several scholars also mentioned that the benefits of organization culture include building morale and loyalty among employees, building motivation and direction, influencing the structure and the control system of the organization (Somyod Naveekarn, 1995), and building employee engagement (Shehri, Laughlin, Mc.-Ashaab, & Hamad, 2017). The employees themselves will tell the outsiders about their strong organization culture (Meyer, 1995).

2.2.9 Factors that Build Efficiency Of Internal Communication

Efficiency of internal communication comes from many factors. Clappitt and Downs (1993) summarized the factors that have effects on communication satisfaction, as follows.

1) Communication climate – This is a reflection from communication at individual level and organizational level, including the communication about motivation and the persuasion of employees to meet the expectations of organization. Communication climate expands individuals' attitude toward more appropriate communication practices. Smidts et al. (2001) found that positive organizational atmosphere strengthens the relationship between an organization and its employees. Two-way communication with openness encourages the employees to have more respect and trust in communicated messages.

2) Supervisory communication – This includes both top-down and down-top communication between the superior and the subordinate. The main content of this communication is to listen and pay attention to opinions, as well as to give advice on the solution of work-related problems.

3) Organization integration – At this level, the information about work environment is immediately perceived and there is satisfaction about internal communication of news and information. This also includes the planning of each department, the needs in the current jobs, and personal news. There is an assessment of attitude or satisfaction with the information on missions, goals, objectives, policies,

and plans, as well as the opportunities for the employees to participate in the decision-making process in the business division of the organization.

4) Media quality – This relates to type or category of communication channels that send messages across the organization. Such channels include memo, meetings, public relation, and e-mail; all of which can be used in communicating by written words or spoken words. The writing should be brief, clear, and easy to understand.

5) Co-worker communication – This is horizontal and informal communication. The information is freely flowing. This factor also includes satisfaction with Grapevine Communication.

6) Corporate communication – This is related to the type of information about the whole organization, including notices about changes or information for understanding about financial matters or the policies/goals of the organization.

7) Personal feedback – The employees need to have knowledge about how to consider the matter of fairness/justice and the method of job performance appraisal.

8) Subordinate communication – This focuses on top-down and down-top communication through the perspective of communicating with the subordinates.

There are also some other research papers that mention other factors that might affect the efficiency of internal communication in organizations. These factors are: channel, content, and need, which will ensure that the message reach the employees (Welch & Jackson, 2007). Mazzei (2014) found that the establishment of internal communication strategies will help the employees communicate more efficiently. Yates (2006) found that organization culture and values also increase the efficiency of internal communication and have positive effects on employee engagement.

2.2.10 Obstacles to Internal Communication in Organization

Good internal communication helps the employees to have more understanding about the policies and the direction of the organization. There will be more cooperation between members in order to accomplish the goals established by

the organization. Conversely, poor internal communication can lead to distortion of information and failure in communication due to overwhelming information, which will become an obstacle when trying to accomplish the objectives of work. Zaineb (2010) said that there are five factors that can be obstacles of internal communication in general. The first one is the perceptual barriers that occur from the differences of perspective or opinions. The second one is the emotional barriers which occurs when the sender does not send a message which is unclear, so when it is communicated, it might frighten the employees or make them feel suspicious, angry or irritated. Next are language barriers because language is the most effective way in communicating with others and can be used in accordance with personal context that expresses the intention or what one wishes to communicate. The last one is cultural barriers. In an organization, there can be diversity in gender, ethnicity, culture, religion, and group status. Obstacles develop when the sender is unable to communicate effectively and does not understand the diversity of basic factors like language, customer, perspective, concepts, and physical barriers. Since an organization has a chains of command, there are also obstacles in terms of distance between the superiors and the subordinates if they cannot communicate directly.

Lunenburg (2010) considered the factors that cause obstacles in communication. They are process barriers (sender, encoding, medium, decoding, receiver and feedback, since communication is complicated and goes on in a circle; it can be an obstacle to understanding), physical barriers, semantic barriers, and social psychology. The last factor is the combination between psychology and sociology. It includes experience, filtering of data, and psychological distance. Besides that, Nittaya Ngerprasertsri (2001) and Natchuda Wijitjammaree (2018) also discussed obstacles to internal communication. For example, semantic problems may occur from using language that is ambiguous or can be interpreted in many ways or use technical terms that are understood in one's profession only. The context of cross-culture communication can also be a problem, as well as message distortion that may occur intentionally or unintentionally from differences of experience that leads to differences in interpretation. Distortion can occur in every level of communication. Next is communication load, which means the amount and the complexity of the message received by a person, a work unit, a team, or an organization. These two

aspects have to be considered together. The problem may manifest in two ways: communication underload and communication overload. Other problems include filtration of information. This happens when the sender over-simplifies the content which makes the receiver misinterpret the message. Message timing can also be a problem if the time available for sending the message is too limited. Organization silence is another problem that occurs when the employees do not wish to express their opinions toward a situation or an event in the organization. Other problems include managerial unconcern, and lack of communication. Problems of internal communication do not cause negative effects only at individual level, but also the organizational level. For example, the quality of decision making will be poorer; the satisfaction level of employees will be lower; absence rates may become higher, turnover rate becomes higher; and overall productivity is decreased.

Bruhn (2009) analyzed the deficiency in internal communication through identifying the following six gaps in organizational communication (as seen in figure 2.8).

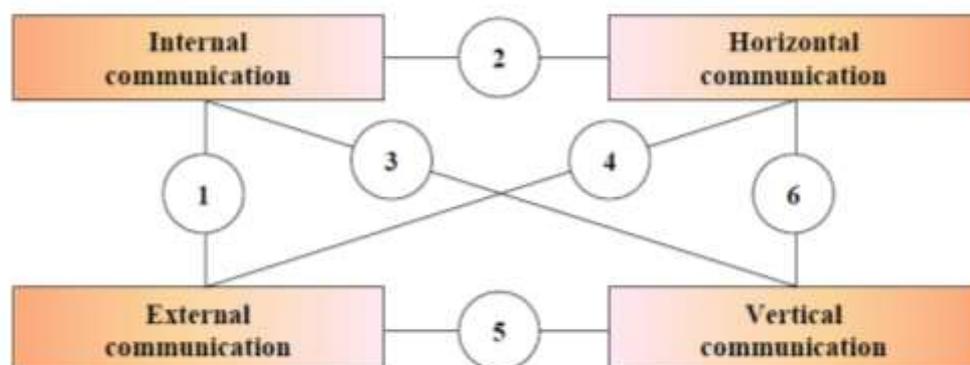


Figure 2.8 The Development of Gaps in Organizational Communication

Source: Bruhn, 2009.

GAP 1 – Applying the gap of classical communication, concerns the lack of consistency between internal and external communication. This problem occurs when employees in an organization are not aware of how to manage external audiences about business investment by using media campaign, public speeches, and press

releases. The sending of messages to customers about the quality of service will not result in feedback if the motto or the slogan of the quality is not communicated to all of the employees.

GAP 2 – This occurs from the need for consistency and appropriateness in horizontal communication and because of the differences in the structure of business unit in the organization. This gap comes from the lack of mutual understanding in all or some parts of the business unit. For example, quality standards and product innovation should not be the exclusive knowledge of responsible departments. It should be communicated to other parts of the organization such as the marketing department or human resource departments responsible for training the employees.

GAP 3 – This occurs in the responsibility of vertical communication between different levels of organization. The deficiency of communication is in the content and the form of message between workers and lower-level management, or between officers at the headquarters and employees in other branches. It can be due to time differences or the lack of quality.

GAP 4 – This happens from too much focus on external communication, particularly in marketing work. As for horizontal communication, the gap involves the concern for the needs in marketing communication, which focuses on building tools that differ in the content. The problem in this area occurs when communication tools only consist of procedures. Therefore, to solve this problem, it is necessary to create relations and increase steps in the procedures to relate with other work units.

GAP 5– This happens during the practice of external communication and vertical communication, especially between different levels. The communication is related to the channels used in spreading the information, such as those who are involved in product distribution (e.g. external agencies), subsistence, and whole trade sellers. The process of searching for final-stage consumers is also related to the communication process between those who are involved. The problem in this area comes from the content that have uniqueness of data.

GAP 6 – This happens in the understanding between horizontal communication and vertical communication. Vertical internal communication that moves toward the horizontal one needs the presentation of new information or forms. The information sent is to be used with all work units of the organization. As for the

move from horizontal communication toward vertical communication, such as brochures, direct marketing campaigns, and sales promotion, this needs to be communicated by the spreading of information to all levels.

Hodgetts and Hegar (2005) suggest the following ways to overcome the obstacles to internal communication:

1) Knowing the steps in the communication process – If the executives know the steps of the communication process, they will be able to avoid communication failures. This may be done by following this procedure:

(1) Attention - While the subordinates or the employees are trying to get rid of all distractions, the executives can help them by making the message more interesting and meaningful for them.

(2) Understanding - This is the ability of the subordinates to understand or decipher the main points in the meaning of the message. Some executives may ask improper questions that pressure the subordinates during the communication. Thus, it is better to ask questions by which the subordinates can review the information in their own words. This way, the executives will be able to decide whether they understand correctly. Emphasizing or encouraging inquiries from the subordinate can also create more confidence in the communication between them as well.

(3) Acceptance - When the subordinates or members of the organization intend to obey the information, there is acceptance. However, in some cases they may object or refuse if the information is threatening or harmful to their interests or career security.

(4) Action – This is the final step in which the subordinates obey the message. When one arrives at this stage, it means that the communication is completed. However, Problems and obstacles can occur anytime.

2) Using simple, repetitive language – Many executives may use language that is too long or speak too quickly, making the subordinate unable to discern the main points. Also, they may not dare to interrupt or ask for repetition. That is why efficient executives should communicate in a way that makes it easy for the subordinates to understand and give them opportunities to ask questions.

3) Using empathy – The executives should imagine themselves as another person and appreciate the thoughts of their subordinates and other members of the organization. Successful executives have empathy for their subordinates. They know when to focus on work and when to focus on the person. They give importance to explaining reasons during problem solving and give assistance to other members in the organization.

4) Understanding language – Gesture is the most important form of nonverbal communication. People use gestures to express themselves and communicate to others intentionally and unintentionally. This includes facial expression, and the movement of arms, hands, and body. Learning to interpret gestures will help the executives know about the needs that their subordinates want to communicate to them but afraid to do so through verbal communication. One should learn about gestures, while considering the context of the environment, culture, and other related elements, in order to make the communication more efficient.

5) Learning to receive and give feedback – To develop the ability to communicate, the executives should learn to give and receive evaluation, enabling the subordinates and members of the organization to express their opinions or provide additional information. The most important thing is to promote a circular flow of information that is beneficial for the organization.

2.2.11 Research Related to Internal Communication

Foreman and Argenti (2005) studied “How corporate communication influences strategy implementation, reputation, and the corporate brand: An exploratory qualitative study.” This research found that internal communication is the center of success in an organization in implementing strategies and building reputation.

Hewitt (2006) studied “Electronic mail and internal communication: A three-factor model.” This research found that communication through e-mail has influence on face-to-face communication. Using email to communicate is appropriate for sharing information about objectives or purposes and establishing the goals of the organization because it helps the employees to understand these overall goals or the bigger picture.

Rewat Sombuttip (2000) conducted a research titled “Internal communication in organization: The Case Study of Seagate Technology (Thailand) Company Limited” and found that the aspect of internal communication that received the highest opinion was the quality of media used in the organization, followed by the atmosphere of communication in the organization. Also, it was found that communication through written words, spoken words, and technology received different level of opinion at statistical significance of 0.05.

Netchanok Peungkasem (2002) studied “Integrated communications and the building of corporate identity and corporate image of commercial banks.” This research found that Bank of Asia and Kasikornbank had a communication plan based on three dimensions, while Krungthai Bank did not have such a clear plan for internal communication. These three banks differed in the form and the media used in their communication. This has impact on the construction of their identities.

Chanokamon Ruyaporn (2002) studied “Internal communication in organization and employee job satisfaction: The case study of Mananakhon Branch of Bangkok Bank Public Company Limited.” According to this research, the opinions of the employees toward their superiors showed average communication satisfaction and average job satisfaction. The variables that had the most influence on their job, respectively, were: communication satisfaction, communication behaviors of the superiors, and age.

Supa Nanapoolsin (2003) studied “A Study of Employees’ Satisfaction with Intra-Organizational Communication: A Case study of HIFI Orient (Thai) CO., LTD.” she found that most employees had average levels of satisfaction with internal communication in their organization. They were mostly satisfied with the opportunity to suggest personal improvement and the method of communication with colleagues, respectively.

Kanmanee Sangsrijirapat (2007) studied “Internal communication of CAT Telecom Public Company Limited and found that the method they used in spreading information inside the organization was one-way communication, with an emphasis on telling, clarifying, and informing the employees of news and information. According to this study, the factors that contribute to the success of internal communication are the sender’s understanding and knowledge about the content to be

communicated, using media effectively, and sending news and information that are interesting.

Phirin Mucharin (2008) studied “The Attitude toward internal communication in organization: The case study of Rajabhat Nakhonsawan University.” According to this research, the positive attitude of the employees towards the form of communication in their organization in the overall picture was at a high level. When considering each item, being able to talk informally with one’s colleagues received the highest average score, followed by being able to consult with one’s colleagues and exchange opinions to find solutions when having problems.

Narumol Patnil (2011) studied “The Study and Strategy Formulation for Communications under the Whistle Blower Scheme of AS Co., Ltd”. It was found that the most appropriate strategy was internal communication because communication activities are two-way communication, allowing the executives and the employees to meet and talk. There were also recreation activities to make the employees feel relaxed. Most employees felt that making complaints was a normal thing and that everyone should behave in accordance with the good values and culture of the organization.

The researcher has reviewed and summarized the literature and research papers about concepts and theories related to internal communication management innovation, as shown in table 2.1.

Table 2.1 Summary of the Review of Literature and Research Papers Related to Internal Communication Management Innovation

Reference (Researchers /A.D., B.D.)	Factors on Internal Communication Management Innovation						
	Management Strategy	Message and Content	Form of Communication	Direction of Communication	Channels of Communication	Quality of Media	Organization Culture
Frank and Brownell (1989)	✓						
Clampitt and Downs (1993)			✓	✓		✓	
Meyer (1995)							✓
Robbins (2003)					✓		
Robinson, Perryman, and Hayday (2004)							✓
Kalla (2005)	✓		✓				
Hewitt (2006)					✓		
Yates (2006)							✓
Welch and Jackson (2007)	✓		✓	✓			
Pounford (2007)	✓		✓				

Table 2.1 (Continued)

Reference (Researchers /A.D., B.D.)	Factors on Internal Communication Management Innovation						
	Management Strategy	Message and Content	Form of Communication	Direction of Communication	Channels of Communication	Quality of Media	Organization Culture
Robertson-Smith and Markwick (2009)				✓			✓
MacLeod and Clarke (2009)							✓
Zaremba (2010)			✓	✓	✓		
Thill and Bovee (2010)				✓			
APCO Worldwide and Gagen MacDonald (2011)		✓			✓		
Bakker, Albrecht, and Leiter (2011)	✓						
Mazzei (2014)	✓						
Mishra, Boynton, and Mishra (2014)					✓		
Shehri, Laughlin, Mc.- Ashaab, and Hamad (2017)							✓

Table 2.1 (Continued)

Reference (Researchers /A.D., B.D.)	Factors on Internal Communication Management Innovation						
	Management Strategy	Message and Content	Form of Communication	Direction of Communication	Channels of Communication	Quality of Media	Organization Culture
Rewat Sombuttip (2000)			✓		✓	✓	
Supa Nanapoolsin (2003)				✓			
Wichian Wittaya-Udom (2004)							✓
Kanmanee Sangsrijirapat (2007)		✓	✓				
Phirin Mucharin (2008)				✓			
Pisak Chainirun (2010)					✓		
Bunga Posiw (2010)	✓						
Narumol Patnil (2011)	✓						
Wanawan Doherty (2012)			✓		✓		
Pattama Sompornchaiyakij (2013)			✓	✓	✓		

Table 2.1 (Continued)

Reference (Researchers /A.D., B.D.)	Factors on Internal Communication Management Innovation						
	Management Strategy	Message and Content	Form of Communication	Direction of Communication	Channels of Communication	Quality of Media	Organization Culture
Carlos Boonsupa & Sarid Sriyothin (2013)					✓		
Uayporn Panich and Tassnee Domkerngsak (2014)					✓		
Natdanai Petsoom (2015)			✓				

In table 2.1, the researcher has gathered concepts, theories, and research papers related to internal communication and found that the factors that had influence on internal communication management innovation included: management strategy, message and content, form of communication, direction of communication, channels of communication, quality of media, and organization culture. This information was used in the process of developing questions about internal communication management innovation in leading Thai organizations, to be used during in-depth interviews with the key informants to pursue the objectives of the research.

2.3 Concepts and Theories about Job Performance

Job performance of employees is one thing that can indicate the effectiveness and efficiency of the performance of the whole organization. This matter is an important part when the superiors consider giving promotion or a salary raise to a specific employee or when there are position changes in the organization. After processing the data from related documents, articles, and research, the concepts and theories about job performance can be summarized as follows.

2.3.1 Meaning of Job Performance

According to the information found in the related documents, articles, and research, there are few direct definitions or meanings of work performance. Most definitions focus on performance evaluation. Therefore, the researcher gathered and summarized the meaning of job performance from books, documents, and research papers, as seen below.

Scholars from other countries said that job performance means the effort of a working person in trying to accomplish the objectives of work and ensure that the results will bring effectiveness and efficiency to his or her organization (Bovee, Wood, & Dovel, 1993). This is consistent with the view of Cascio (1995) who said that job performance means the accomplishment of a task that one has been assigned to do. Gibson and Ivancevich (1997) said that it is working in accordance with the objectives of the organization such as quality, effectiveness, and efficiency. Conversely, Mathis and Jackson (2000) viewed job performance in terms of

performance appraisal or the results of how well an employee performs his or her work. The evaluation is done by comparing the performance to the established standard and then communicated to the employee about the appraisal results. This is similar to the definition of Cook and Hunsaker (2001) who said that job performance are behaviors that can be measured or appraised in terms of how much they support the goals of the organization.

Some scholars in Thailand also mentioned job performance. Methee Sriwiriyaalertkul (1999) defined job performance as attitude or perception of the supervisors toward the subordinates who report to them. It is shown as performance appraisal score for each year as the organization stipulates that the superior must conduct performance appraisals based on its established criteria. Chiraporn Tangchitpakorn (2003) said that job performance means effectiveness and efficiency of the ability to work, the ability to use and maintain tools and equipment, communication skills, trustworthiness, interpersonal relations with colleagues and employer, the ability to deliver as one has promised, initiative, self-adjustment, ability to control one's feelings and emotions, and punctuality.

Therefore, this research concluded that job performance means the effort of an individual to work in order to accomplish the objectives set by the organization based on one's roles and responsibilities, using available knowledge and skills, creativity, responsibility, interpersonal relationships, endurance and persistence through difficulties, helping and advising other colleagues, solving problems at work, producing results that are acceptable to others and contributing to the success and prosperity of the organization.

2.3.2 Objectives of Performance Appraisal

Most organizations measure employee's performance by establishing the criteria for performance appraisal or performance evaluation. This method is accepted as being fair and reliable. Performance evaluations have four main objectives (Cascio, 1995):

- 1) It is to be used as tool for employee development. Performance appraisal that is directed to the point can reveal strengths and weakness of employees

and can be used in planning the development of employee's knowledge, abilities, and potentials.

2) Performance appraisal can be beneficial for the improvement of an employee's performance. This development of ability and knowledge is extended from objective. It can also increase the morale of good employees who perform well because their merits are recognized. As for employees who perform poorly, they will be warned to improve their performance.

3) The results of performance appraisal can be used in considering and decision making in human resource management such as salary raises, promotions, and transfer of positions, etc.

4) The results of performance appraisal can reflect the efficiency of the recruitment and selection process. Good performance results for new and exiting employees show that the process of recruitment and selection is effective. However, if the employee's performance does not meet expectations or standards, it also means that the recruitment and selection process of the organization may be failing to identify effective people.

Somchai Hirankitti (1999) said that performance appraisal is a system that seeks to identify the values of the personnel in terms of their performance. It can be used to calculate whether the performance produces results that are higher or lower than the compensation paid to that particular position. It also includes the appraisal of one's own capability to improve oneself. The objectives are:

1) Job appraisal can provide information needed to make decisions about promotion and salary.

2) It gives opportunities to managers to review behaviors of their subordinates. This can be done in two ways: develop plans to improve flaws and deficiency, and create motivation to encourage the right actions of the subordinates.

3) Job appraisal is important for career planning and security of employee's job because it provides opportunities for them to review their career and see their own strengths and weaknesses clearly.

2.3.3 Resources Used in Performance Appraisal

1) Objective data – This can be counted or measured with accuracy and certainty. There are two types of this kind of data.

(1) Quantity of work – This is the information that shows whether the employee can perform according to the expected productivity within the time limit. The unit of measurement depends on the nature of the job.

(2) Quality of work - This is the information that shows how well an employee performs. The consideration can be based on accuracy, precision, completion, or standard of work results. Information gained from actual job performance is very beneficial for performance appraisal. However, it is also important to consider some problems with this kind of information. For example, the difference in the amount of productivity of employees may not reflect their ability and effectiveness but it may have been caused by other uncontrollable factors. The quantity of their performance may not correspond with the quality of their performance. Therefore, an organization should consider employee performance in term of both quantity and quality.

2) Personal data – This is the data about employees that are recorded and kept by the human resource department. Such information can be categorized as follows.

(1) Non-performance – This means the amount of time that the employee did not perform because of different reasons, such as business leave, absence, tardiness, too many sick leaves, etc.

(2) Non-conformity to rules and regulations – This means an employee has been disciplined because he or she has not observed the rules or regulations of the organization. It indicates a the lack of discipline in employees. The penalties can be based on whether the employees have been disciplined for acts such as sleeping while on duty, gambling in the work place, drinking alcohol, using drugs, smoking in non-smoking area, involving in quarrels, and being dishonest in recording one's own record of clock-in and clock-out time.

(3) Appraisal by peers - This is an appraisal conducted by other employees whose work are related to the person being evaluated. This could mean some employees from the same or different departments. Most organizations do not

prefer this method of evaluation for several reasons. First, they are afraid that the appraisal might involve pre-agreement between parties in order to gain mutual benefits. Second, they are afraid that this kind of appraisal might cause competitiveness and distrustfulness between colleagues.

(4) Appraisal by subordinates – This is the giving of opinions by those who directly report to the employee being evaluated. This kind of appraisal is the least used by most organization because they are afraid that the subordinates might be too influenced by the person being evaluated because he or she is their superior.

(5) Appraisal by customers – This is the giving of opinions by clients or customers of the employee being evaluated. At present, the service industry plays an increasingly important role. Many business organizations have come to realize the significance of customers' or clients' opinions. Such information helps the organizations to know how competent are their employees' performance. The advantage of this method of performance appraisal is that it makes the customers/clients feel important. It also helps build a good reputation for the organization. Besides that, customers are likely to give direct and trustworthy opinions.

(6) Self-evaluation – This is a method by which an employee evaluates his or her own performance. The advantage of this kind of evaluation is that the employees, who know best about their own performance, are allowed to express their opinions about it, so they are stimulated to reflect on their past performance. It is also a beginning point for discussion between the employees and their own superiors. The disadvantage of this method, however, is that employees are likely to favor themselves during the appraisal. This will not happen if employee's performance is evaluated by the superiors and peers. Such a problem can be reduced by letting the employees know that their appraisal of themselves will be checked for accuracy.

2.3.4 Factors that have Impact on Job Performance

To enable employees in an organization to perform in ways that will help the organization accomplish its missions and goals, many factors are involved. Thus, related factors that have effects on job performance are summarized as shown below.

1) Internal communication – Organizations should have formal two-way communication between the superiors and the subordinates. Internal communication should be very clear, especially from top management, so that employees may understand correctly about the objectives and goals of the organization. This will have impact on their effectiveness and efficiency of job performance. Receiving feedback from lower-level employees is also important for improving work methods and profitability of the organization (Robertson-Smith & Markwick, 2009). According to the research of MacLeod and Clarke (2009), communication is an important factor that supports employee performance through employee engagement.

2) Employee engagement – Employees who are committed to their organization have better job performance and higher productivity (Macey & Schneider, 2008). Research papers which show that employee engagement leads to better job performance are those produced by Harter et al. (2002). The value of sustainable performance shows correlation between employee satisfaction, employee engagement, and business operation results. This is similar to the research by Robinson et al. (2004) who found that positive attitudes of employees to their jobs can lead to good performance and organization values. It also builds cooperation between colleagues that will improve their performance of assigned tasks. Consequently, the organization will have higher efficiency.

3) Managers – This is because managers are closest to the employees and are their direct superiors who provide coaching, give orders, and evaluate their performance. Managers also contribute in the finding of appropriate methods that will help the employees use their full potentials at work (MacLeod & Clarke, 2009).

4) Compensation and reward – Compensation gives basic satisfaction to employees. When employees receive fair and expected compensation, they will work with their full efforts. For examples, compensation system based on appraisal of job performance have direct impact on the increase of productivity (Vance, 2006) and employees want to be aware of their personal feedback about the method used in considering fairness and performance appraisal.

2.4 Concepts and Theories about Employee Engagement

2.4.1 Employee Engagement Concepts

The concepts of employee engagement have been developed and studied widely by scholars and consultant companies because it has a positive effect on organization performance, including improved customer loyalty, better operation results, higher profits, lower turnover and absence rates, and better employee's health and livelihood (Harter et al., 2002; Hewitt Associates, 2004; Mercer, 2007; Robertson-Smith & Markwick, 2009; Gallup, 2010; Welch, 2011; Insync Surveys, n.d.). Welch (2011) explained that the evolution of employee engagement study can be divided into four periods. The first one is "Pre-Wave," the period in which there were studies about general features of employees who had been engaged with their job and the organization. One of the leading scholars for this period was Katz & Kahn (1966). Their research focused on the needs for engagement and its relation to the efficiency of the organization. Next was the period of "Wave 1" or between 1990 and 1999. The research in this period includes that of Kahn (1990) which studied personal engagement in the work place. As shown through physical, cognitive and emotional procedures. Buckingham and Coffman (1999), employees of Gallup Consultant Company, studied employee engagement and found that it drives customer loyalty and that managers have great influence on employee engagement.

Next was the period of "Wave 2" or between 2000 and 2005. The researchers here included Maslach, Schaufeli, and Leiter (2001) who focused on the relationship between job burnout and job engagement. Also, some scholars studied employee engagement as an extension from the concept created by Kahn (1990). For example, Luthans and Petersen (2002) studied the practice and the use of questionnaires by Gallup Workplace Audit (GWA). May et al. (2004) studied psychological conditions and found that meaningfulness, safety, and availability had a positive correlation with employee engagement. Harter et al. (2002) used 12 items from the questionnaire of GWA to measure perception of employees about their jobs. These items were related to general satisfaction with one's workplace. Other scholars measured employee engagement from the behaviors of employees themselves, such as Schaufeli et al.

(2002) who measured work engagement by using the questionnaire of Utrecht Work Engagement Scale (UWES) which studied three major behaviors: vigor, dedication, and absorption.

Subsequently, Schaufeli and Bakkar (2004) conducted an additional study on burnout and found that the level of employee engagement corresponded with burnout. Hewitt Associates (2004) measured employee engagement by focusing on emotional and intellectual factors. Three main behaviors were measured: say, stay, and strive. It was found that high levels of employee engagement led to better performance of the organization. Robinson et al. (2004) studied how positive attitudes of employees can bring about better job performance and build values for the organization. In addition, an awareness of business circumstances and cooperation with colleagues to improve one's job performance had effects on the efficiency of the organization as well.

The next period was "Wave 3" or between 2005 and 2010. These researchers including Saks (2006) studied employee engagement from the dimension of work engagement and organizational commitment. They showed the relation of factors and outcomes in order to develop an overall picture. Their study found that appropriateness of work, psychological affirmation, and psychological atmosphere have influenced on the development of employee engagement and produced outcomes such as determination and devotion or intention to resign. This concept built on the framework of Macey and Schneider (2008). Albrecht (2010) further explained the factors that differentiated work satisfaction and work engagement. Work satisfaction was related to basic needs such as wages, welfare, and the work environment, while work engagement was driven by other variables, such as leaders who gave inspiration for the future, managers who accepted employees and built teams, work that was exciting, opportunities to develop one's knowledge, skills, and responsibility toward employees and society.

Moreover, Truss, Soane, Edwards, Wisdom, Croll, and Burnett (2006) studied more than 2,000 multinational employees in Britain by using the concept of Kahn's (1990) concept of the dimension of emotional engagement, perception engagement, and physical engagement. Also, Schaufeli and Bekkar (2010) studied work engagement and said that it was a psychological step that came with employee

behaviors that show devotion to work. Since then, work engagement has become a subject of interest that many more scholars want to study.

The study of employee engagement overlaps with the study of satisfaction at work, organization commitment, job involvement, organization citizenship behavior, and empowerment (Saks, 2006; Macey & Schneider, 2008; Robertson-Smith & Markwick, 2009).

2.4.2 Meaning of Employee Engagement

There are various definitions of employee engagement, depending on the perspective or the approach of study. Robertson-Smith and Markwick (2009) divided definitions of engagement into three groups:

1) Organization/Company Group – This group views engagement based on the outcomes or what the organization receives from employees, such as commitment, loyalty, exertion of discretionary efforts, the use of one's full potentials, enthusiasm, pride in work, and the support of the values and goals of the organization. It is viewed as more important than job satisfaction or the motivation to work.

2) Academic Group – This group focuses on the outcomes of engagement, such as advocacy, dedication, discretionary effort, and fostering change. Employee engagement is experienced as a psychological state and relation between employers and employees in terms of benefits. For example, Kahn (1990) said that employee engagement ensures direct control of organization members according to their jobs. Such engagement can be expressed physically, cognitively, and emotionally in their work and it determines the performance of the employee. He also showed that employee engagement has positive impact on organization outcomes. This is similar to the research of Macey and Schneider (2008) who said that engagement can be in different stages, which are: psychological stage engagement, behavioral engagement, and trait engagement. Employee engagement is more of psychological stage engagement which includes perceiving and beginning to feel more interested, which will become the center point toward the matter of engagement. Schaufeli et al. (2002) said that it is a positive feeling about one's work, expressed in three main forms of behaviors: vigor, dedication, and absorption. In addition, Strelloff (2003) explained that "engagement" has the same meaning as

“commitment”. It is a condition that is related to the emotions and beliefs of a person in terms of work and organization. It is manifested in three behaviors: “Say” or talking to others (friends, family, colleagues, customers, and other related persons) about one’s organization in a positive way, “Stay” or the desire to remain with the organization and to sincerely want to work for the organization although other options may offer benefits, and “Serve” or being proud of contributing to the success of one’s organization, and being willing and happy to work harder if necessary.

3) Consultancy group – This group views that engagement is a psychological state that focuses on the outcomes that the organization receives and considers the roles that the organization can play to help produce such outcomes. The results from engagement comes from recognizing common traits between employees and business performance, as well as the building of culture such as values, encouragement, respect, listening to staff, and understanding their needs (e.g. safety). Consultant companies defined engagement in various ways. Hewitt Associates (2004) said that engagement is a state of emotional bonding and creative thinking to build specific behaviors for groups or organizations. It will fulfill the promise that organizations give to their customers and improve business results. This is consistent with the view of IES (2004) which states that organizational commitment is a positive attitude of employees toward their organization and its values. Employees who are committed to their organization will recognize business environment and work together with their colleagues to improve their performance. Towers Perrin (2007) said that engagement is an intention and an ability to dedicate oneself for the sake of organization advancement. It can be in the form of working overtime and exerting full energy at work. It is related to emotional and relational factors involving work and work experience. Besides that, other scholars gave additional definitions of employee engagement. For example, Fineman and Carter (2007) defined engagement as the decision of employees to apply their efforts diligently to achieve the goals of the entrepreneur. It also means to willingly accept one’s own goals and obligations to become successful.

Therefore, the researcher summarizes the meaning of employee engagement as employee’s state of perception from thoughts, emotions, and intellect. It is a positive attitude toward the organization which employees express physically, intellectually,

and emotionally. When employees feel engaged with their organization, they show determination and efforts at work and ability in order to help the organization achieve a good performance. They also feel that work is a part of their life. Employee engagement plays an important role in reducing turnover and absence rates, as well driving the organization toward achieving their goals.

2.4.3 Importance of Employee Engagement

The studies of employee engagement discovered that if employees are engaged with their organization, it produces beneficial results for the organization (Insync Surveys, (n.d.); Robertson-Smith & Markwick; 2009), as detailed below.

1) Absenteeism – Employees with more engagement with their organization tend to have more motivation for work than those with lower engagement. Employee engagement is positively correlated with motivation and has an indirect effect on employee's morale. This will make it easier for the organization to achieve their goals. Employees with higher engagement show less inactivity and have less absences than those who with lower engagement. In other words, the former are rarely absent from work while the latter often are (Mowday, Steers, & Porter 1979; Steers, 1977).

2) Turnover and Employment Retention – Employee engagement is more related with turnover rate than is work satisfaction. Employee engagement has a negative relation with turnover so employees with high levels of engagement have a lower tendency to resign from the organization and are more likely to remain with the organization for a long time (Steers & Porter, 1983; Levinson, 2007).

3) Job performance – Employees with a high level of engagement towards their organization are likely to use their full potential at work. Employee engagement is a factor that supports their effort in working for the organization and improves its performance, such as increasing bottom-line profit. This view about improving the level of employee engagement (Harter et al., 2002; Macey & Schneider, 2008; Harter, Schmidt, Killham, & Agrawal, 2009) is similar to that of Hewitt Associates (2004) that stated that employee engagement is related to employee's profitability through higher employee productivity.

4) Organizational goal attainment – Employees who are engaged with their organization will regularly participate in their organization's activities. They believe in the objectives of the organization and put in efforts in working toward the attainment of organizational goals. When employees are engaged with their organization, they will devote their physical and mental energy to the work and activities of the organization, helping it to achieve its goals.

5) Customer loyalty – Employees will focus more on the customers when they have engagement with the organization. Employees will drive customer's experience toward the bottom lines to respond to the inspiration about customer loyalty. Therefore, if employees are motivated to have more engagement, they will increase their efforts in making the organization successful (Pont, 2004; Levinson, 2007).

6) Employee health and well-being – Employee engagement has positive effects on employee's health and positive attitudes towards the organization. The study of Gallup (2004) asked employees in America about the effects of work on their health. The results showed the differences between employees who were engaged, employees who were actively disengaged, and employees who were not engaged with their organization. It was found 62% of employees who were engaged with their organization found that their current job affected their health. The same statistics for actively disengaged employees was 39% and for not-engaged employees was 22%. Therefore, employees who were engaged were engaged more likely to have better health than those who are not engaged with the organization.

Furthermore, employee engagement produces other beneficial results to the organization, such as self-efficacy, advocacy for the organization, successful organization change, and clarified expectations (Robertson-Smith & Markwick; 2009).

2.4.4 Dimensions of Employee Engagement

Kahn (1990) explained that employee engagement is a psychological state that has three dimensions: physical, cognitive, and emotional, which influences the performance of a particular employee. He also showed that employee engagement has

positive impacts on the final outcomes of organization. This is similar to Robertson and Cooper (2010) who said that dimensions of engagement are: cognitive, emotional, and behavioral. Macey and Schneider (2008) also divided the dimensions of employee engagement into three aspects: 1) trait engagement, which comes from some traits of the employees who feel optimistic about life and work; for example, employees are aware of their roles and responsibility; employees have proactive behaviors, 2) State engagement, which occurs from emotions and feelings such as satisfaction, involvement, and obligation toward one's organization, and (3) behavior engagement, which the employees express in their behaviors, such as being good members of the organization, doing more work than one is assigned, etc. On the other hand, Schaufeli et al. (2002) said that dimensions of employee engagement with organization are expressed through positive feelings related to work. There are three important characteristics: vigor, dedication, and absorption. Therefore, Sharma and Kaur (2014) summarized the concepts of employee engagement from several scholars according to table 2.2. Considering all these definitions, we can see common dimensions of employee engagement. They are cognitive thinking, emotional involvement, and behavior.

Table 2.2 Engagement Conceptualization (Academic Literature)-An Overview

Engagement Conceptualization (Academic Literature)–An Overview			
Author(s)	Concept	Definition	Dimensionality
Kahn (1990)	Employee Engagement	The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances (p. 694).	Multidimensional Physical Cognitive Emotional
Dvir et al. (2002)	Active Engagement	Define active engagement in terms of high levels of activity, initiative and responsibility (p. 737).	Multidimensional Activity Initiative Responsibility

Table 2.2 (Continued)

Engagement Conceptualization (Academic Literature)–An Overview			
Author(s)	Concept	Definition	Dimensionality
Schaufeli et al. (2002)	Employee Engagement	A positive fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption (p. 74).	Multidimensional Vigor Dedication Absorption
Robertson & Cooper (2010)	Full Engagement	Psychological wellbeing; characterized by cognitive, emotional and behavioral components (p. 328).	Multidimensional Cognitive Emotional Behavioral
Towers (2012)	Sustainability Engagement	The intensity of employees' connection to their organization by being engaged; being enabled and feeling energized (p. 5).	Multidimensional Being Engaged Being Enabled Feeling Energized

Source: Sharma and Kaur, 2014.

2.4.5 Categorizing Employees According to Engagement

Hewitt Associates (2004) classifies the behaviors of employees devoted to organization into three types: 1) “Say” or employees that advocate for their organization, referring to the ability of its employees and customers, and positive aspects about colleagues, which is constructive criticism, 2) “Stay” or employees having a strong desire to be a part of the organization and remain there, and 3) “Strive” or employees giving full efforts and engagement to support or assist the business of organization toward success. The Gallup Organization (2004) categorized employees into three groups. The first group is engaged employees or those who are determined and devoted to their work, always considering the benefits of their organization and its advancement, (2) Not-engaged employees or those who have

other organizations which can reduce good relationships with customers and later have negative effects for the organization.

2) Ambivalent – These employees lack organizational commitment and work engagement. They just go along with day-to-day work without determination and they often quarrel with others which damages the reputation of the organization

3) Company oriented – These employees have organizational commitment but lack work engagement. They support the organization and are proud to be part of it; however, they are not happy with their jobs and that may have negative effects on their performance.

4) Ambassador – These employees have both organizational commitment and work engagement. They talk about the positive aspects of their organization to others and want to be a part of the organization even when they are offered jobs with more benefits elsewhere. They are proud that their work contributes to the success of the organization and are willing to work hard to improve their performance and increase productivity. These people are considered the most valuable asset of the organization.

Therefore, employees who have no organization commitment or work engagement inevitably produce negative effects on the organization. This is why the organization needs to know the cause of the lack of engagement in their employees to find ways to solve the problems and respond to their needs.

2.4.6 Model of the Relation between Internal Communication and Employee Engagement

Welch (2011) created a model to show the connection between internal corporate communication and the concept of employee engagement by demonstrating the effects of communication on the building of employee engagement at the organization level. It consists of three elements: emotion, cognition, and physical aspects, according to Kahn (1990). There are three behaviors that are related to engagement: vigor, dedication, and absorption, according to Schaufeli et al. (2002) and Schaufeli and Bakker (2004).

Based on Kahn's (1990), the main condition for building employee engagement is the creation of meaningfulness, safety, availability, and commitment in

the organization, which also reflects the connection between employee engagement and leadership communication. This means that senior managers has effects on employee engagement because their communication can maintain and develop employee engagement.

As for internal communication, variables that come before engagement are promotion of commitment, a sense of belonging, as well as the results which include awareness and understanding. Welch (2011) said that innovation, competitor, and the efficiency of organization are the factors that promote the efficiency of internal communication which, in turn, builds employee engagement.

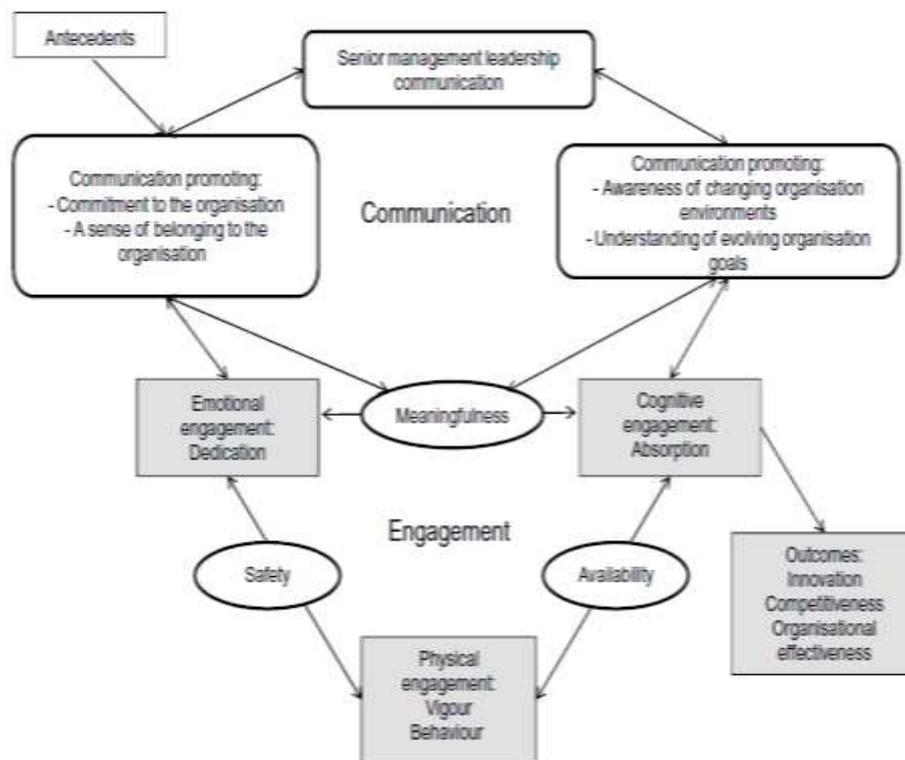


Figure 2.10 Model of Employee Engagement and Internal Communication in Organization

Source: Welch, 2011.

2.4.7 Drivers of Employee Engagement

The researcher summarized the features of employee engagement from scholars and human resource consultant companies in many research papers, as well as survey results of employee satisfaction in companies around the world, as shown in table 2.3.

1) Leadership – A manager is a person that has significant impact on building trust and understanding in their subordinates which leads the organization toward success (Watson Wyatt, 2009; MacLeod & Clarke, 2009). This is because managers are closest to the employees and can design the appropriate work methods for the employees so that they can perform to the best of their full abilities. They are also a role model for the employees, motivating them to have engagement with their organization. ISR (2004) said that leadership means values and ethics of the leaders and the way they treat the employees can help the employees to have engagement with organization. Similarly, Lockwood (2007) showed that collaborative leadership style is the most effective in driving employee engagement. This is consistent with the view of Robertson-Smith and Markwick (2009) who concluded that inspiring leadership means that managers show flexibility in fostering behaviors of employees, and should be adjusted to suit the management style.

Managers need to be justice and honesty. They should have responsibility for building a sense of involvement and with the values of the organization. Robinson et al. (2004) said that managers have direct influence on the engagement level. The main role of managers is to build engagement, involvement, and organizational values in employees. This can be done through caring about employees and keeping them updated with news and information, maintaining justice, giving career inspiration, and keeping balance of training and development opportunities. They also found that managers have immediate influence on the view of working life and on increases in engagement (Robinson, Hooker, & Hayday, 2007). Employees will have negative engagement if managers have poor leadership and poor management policies (Macey & Schneider, 2008).

2) Internal communication – This is important for the success in building employee engagement with organization (Welch & Jackson, 2007). It should be two-way and open communication, which has the best effect on the increase of

employee engagement because it builds trust between the organization and the employees (Garber, 2007). An organization should listen to opinions and suggestions from employees in order to improve its way of operation (Robinson, Perryman, & Hayday, 2004). Quality internal communication helps build employee engagement if the employees clearly understand the values and the goals of their organization. Formal two-way communication between the superiors and the subordinates include the information being accessible for employees. For example, managers have to provide opportunities for employees to give feedback (Roberson-Smith & Markwick, 2009). The organization should stimulate employees to have more engagement by asking to answer questions and expressing their concerns directly. Dialogue between the executives and all employees of the organization and treating employees with care also matter (Watson Wyatt, 2009).

3) Organization culture – This comes from togetherness of the members of an organization. It is a form of basic knowledge exchange for learning, problem solving, and self-adjustment with internal and external environment (Schein, 1992). The scholars have defined organizational culture in several ways. For example, that managers need to listen to the opinions and perspectives of their employees (Robinson et al., 2004). Employees also should be a part of the decision-making process (MacLeod & Clarke, 2009). This is consistent with the study of ISR (2004) which stated that organizational culture is about empowerment so that employees may be involved with work and have the authority to make decisions. This is a significant factor in building employee engagement. Effective and assertive relationships by making connection between managers and employees is also important. This can be done by empowering the employees with autonomy and listen to their opinions (Robertson-Smith & Markwick, 2009). These aspects of organizational culture will have a positive effect on the increase of employee engagement.

4) Career/Opportunity development – This means receiving opportunities to grow in one's career path and the opportunities for training and development (ISR, 2004). Such training provides the employees with knowledge and skills necessary for work. Those who have been supported to develop their skills will have a higher level of engagement with their organization (Vance, 2006). Necessary training and development must come from awareness of the managers and the

organization (Robertson-Smith & Markwick, 2009). Also, Robinson et al. (2004) also said that in order to make employees feel engaged with their organization in a long run, the organization must consider the values, the training and accessibility of career development. Other research papers also argues that career advancement and personal development can influence employee engagement. Robinson et al. (2007) said that employees with a personal development plan and satisfaction with development accessibility have higher levels of engagement. This is similar to Melcrum (2007) and Aon Hewitt (2012) who found that career advancement and training and development is important for building employee engagement.

5) Compensation and Benefits - This means what the employees receive from the organization in the form of salary, reward, bonus, welfare, and other kinds of benefits. Garber (2007) said that factors such as recognition and a fair reward system that support the goals of both the organization and the employees can increase employee's understanding and result in better personal performance. The organization needs to be fair in giving compensation and benefits to employees. It should compare its own system with those used in other organizations (Robinson et al., 2004). They also suggested that satisfaction with salary and rewards can build up employee engagement (Robinson et al., 2007). Futhere research found that compensation, benefits, and reward have effects on employee engagement. For examples, Vance (2006) found that a measurable compensation system has direct influence on productivity increases because the employees have more engagement. Watson Wyatt (2009) found that clear expectation and granting of reward as promised is the key to employee engagement. Sixty-nine percent of employees who receive clear expectations have higher engagement than those who do not receive it. This is also consistent with Aon Hewitt (2012) who conducted a survey with employees in more than 2,900 global leading organizations from 2008 - 2011 and found that reward means payment, other benefits, and recognition and trust. Employees wanted to feel appreciated and recognized by their companies for what they do. For example, they want praise, congratulation, or rewards from their superiors (Robertson-Smith, & Markwick, 2009). All of these are factors that affect the level of employee engagement.

6) The Nature of the work – There should be perception of work as creative and exciting. Employees should feel that their jobs are important to them and others. Work should be purposeful and meaningful. Employees should feel proud of what they do and what their organization does. An organization must show the connection between personal performance and organizational performance, and show that personal contribution is a part of success for the organization (Vance, 2006; Robertson-Smith & Markwick, 2009; Aon Hewitt, 2012).

7) Quality of life/health – An organization should demonstrate that they care about health and safety of employees, for examples, issues like injuries, violence, and harassment, and should be effectiveness in solving such problems (Robinson et al., 2004). Some studies found that quality of life is a driver of employee engagement. For example, Robinson et al. (2004) found that employees who had accidents at work tended to have low engagement with their organization. A survey by Aon Hewitt (2012) similarly found that quality of life is an important factor that helps employees to relax. This includes the physical environment in workplace and work-life balance. This is consistent with the research conducted by The Gallup Organization (2004) which had asked some employees in America about the effects of work on their health. The results show a difference between engaged employees, actively disengaged employees, and not-engaged employees. It was found that 62% of engaged employees believed that the work they do affects their health. Therefore, engaged employees tend to have better health than not-engaged or disengaged employees.

8) Organization reputation/image – This is the state of being accepted by the public (ISR, 2004). All organizations are making their best efforts to create a brand that is well-accepted by public. Organizations want to show that they have honesty and integrity in their employees and in their business activities with the public. Such acts can increase employee engagement (Celestine, 2015). This is similar to the research by Dortok (2006) which found that organizations that have strategic roles of using internal communication for building reputation and creating understanding about the values of reputation can make the employees feel proud of their organization and have more commitment to it. Lockwood (2007) suggested that the level of engagement and efficiency of performance come from the emotional

obligation that employees have toward their organization and their jobs. Organizations should have a sense of enjoyment, meaning, pride, and inspiration that comes from their personnel.

Table 2.3 Summary of Drivers of Employee Engagement

Author (s)	Drivers of Employee Engagement
The Gallup Organization (2004)	Hierarch of engagement consist of basic need, Management support, Relatedness, Growth overall
Hewitt Associates (2003)	Leadership, Culture/Purpose, Work activity, Total compensation, Quality of life, Opportunity, Relationship
Aon Hewitt (2012)	Quality of Life, Work, People, Opportunity, Total reward, Company practices
Burke (2003) Employee Engagement Index (EEI)	Organization, Work Group, Customer, Career/Profession, Job, Manage
IES (2004) by Robinson, Perryman, and Hayday (2004)	Job Satisfaction, Feeling valued and involved, Equality of opportunity, Health and Safety, Length and service, Ethnicity, Communication, Co-operation
ISR (2004)	Career development, Leadership, Empowerment, Image
Melcrum (2005)	Leadership, Supervisor, Decision making, Culture of organization, Internal communication, Work, Opportunity, Value
Lockwood (2007)	Culture of organization, Leadership, Quality of communication, Style of management, Levels of trust and respect, Organization reputation
Watson Wyatt (2009)	Communication, Compensation and Benefits, Strategic direction and leadership
Robertson-Smith and Markwick (2009)	The Nature of the work, Meaningful and purposeful work, Development opportunities, Recognition and reward, Effective and assertive relationships, Quality communications, Inspiring leadership

Table 2.3 (Continued)

Author (s)	Drivers of Employee Engagement
MacLeod and Clarke (2009) CIDP	Leadership, Manager and Employee Voice, Organization lives and values, Organization purpose
Garber (2007)	Commitment, Attitude, Alignment, Communication, Goals, Customer Focus, Commitment, Loyalty, Involvement, Ownership

Table 2.3, summarizes the factors or drivers that affect employee engagement as identified by scholars and human resource consultant companies. They are leadership, internal communication, organizational culture, career advancement, compensation and benefits, nature of work, quality of life and organization reputation. This research particularly studied the factors related to internal communication that affect employee engagement. The sub-variables are management strategy message and content, form of communication, direction of communication, channels of communication, quality of media, and organizational culture. This is in order to study the internal communication management innovation to establish employee engagement and job performance efficiency of employees in leading organizations of Thailand.

2.4.8 Tools for Measuring Employee Engagement

Most of the employee engagement concepts come from human resource consultant companies. They provided both the concepts and the tools for measuring employee engagement. Many organizations conducted employee engagement surveys to listen to the views of their own employees and ask them about their job satisfaction to study the comparison with their competitors in the same industry. In this research, the tools for measuring employee engagement are summarized as shown below.

Buckingham and Coffman (1999) found that employee engagement is an important drive of customer loyalty. They created a tool to measure employee engagement related to the work place. It consisted of twelve questions and was called

Q¹² Gallup's workplace Questionnaire. After that Harter and Schmidt (2000) and Harter et al. (2002) developed a 12-question survey to measure the perception of employees about their workplace. The survey was developed into The Gallup Workplace Audit (GWA)/Q¹² to measure the elements that lead to employee engagement. Besides behaviors, they include cognitive and emotional aspects into the questionnaire. The elements affecting employee engagement were: amount of production, sales, turnover rate, accident rate, and profit per production unit. Each question relates to the business results of the organization in five perspectives: customer metrics, profitability, turnover, productivity, and safety. The twelve questions are divided according to hierarchy of engagement, in four levels. The questions for each level are shown below.

1) Basic need – “I know what's expected of me at work” and “I have the materials and the equipment to work right.”

2) Management Support – “At work, I have the opportunity to do what I do best everyday”, “In the last seven days, I have received recognition or praise for doing good work”, “my supervisor or someone at work seem to care about me as a person”, and “There is someone at work who encourages development.”

3) Relatedness – “At work, my opinions seem to count”, “the mission or purposes of the company make me feel my job is important”, “my associates or fellow employees are committed to doing quality work”, and “I have a best friend at work.”

4) Growth – “In the last six months, someone at work has talked to me about my progress” and “This last year, I have had opportunities to learn and grow at work.”

The Utrecht Work Engagement Scale (UWES) of Schaufeli and Bakker (2003) studied a positive and appropriate organization behaviors. It is in the form of a 17-item questionnaire about employee engagement in terms of specific positive feelings about work, expressed through three behaviors: Vigor (six items), Dedication (five items), and Absorption (six items). Hewitt Associates (2004) created a tool for measuring employee engagement that focused on individuality, such as emotion and philosophical thinking that builds up employee engagement through seven factors: leadership, culture/purpose, work activity, total compensation, quality of life,

opportunity, and relationship. Three behaviors showing level of engagement were measured: 1) “Say” or talking positively about the organization to the people outside, including colleagues, family, customers, and other stakeholders, 2) “Stay” or having strong desire to remain with the organization although other companies offer better privileges, and 3) “Strive” or the effort to use one’s special abilities to work and fully devote oneself to work to help the organization succeed.

Taylor Nelson Sofres (2004) created a tool for measuring engagement commitment called EmployeeScore™, adapted from the method of The Conversion Model™ which is used for measuring customer loyalty toward products and services. Employee engagement was divided into two perspectives and the questionnaire contained eight items. First is work engagement, which include the assessment of the overall picture of work, the comparison between the current job one is doing and other jobs that one is capable of doing, the intention to continue doing this type of work, and the devotion towards work or whether one has the genuine desire to do such work or doing it only for income. Next is organizational commitment, which was measured by the assessment of the overall picture of the organization, the comparison between the current organization with other organizations that are the alternatives for employees, the intention to remain with the organization, and the devotion to organization or whether one truly desires to stay with the organization or is using it as a temporary shelter. From the above two perspectives and the eight questions, employees can be categorized into four groups based on the characteristics of their engagement career oriented, ambassador, company oriented, and malcontent. The Employeescore questionnaire can be used in improving employee behaviors and reducing turnover rate.

Furthermore, Gubman (2004) said that employee engagement happens when three elements are connected. They are values and responsibilities, program, and relationships. He gathered engagement measuring methods from the concepts of “Q¹² Gallup’s workplace Questionnaire” and the seven factors that influence employee engagement from Hewitt Associates and Burke (2004). He constructed a measurement tool called “Employee Engagement Index” (EEI)™, which consists of six elements that lead to employee engagement: organization, work group, career/profession, customer, job, and manager. Each of the elements come with a set

of questions to measure engagement employees. For the organization, the aspects measured are leadership, compensation/benefits, and product and service. For the manager, the aspects measured are fairness, consistency of support, and feedback. For the work group, the aspects measured are quality of work life, cooperation, and performance management. For the job, the aspects measured are staff resource, challenge and opportunities, and stress from work. For the career/profession, the aspects measured are involvement, development, and progression. For the customer, the aspects measured are customer orientation service, meeting customer's needs, and easiness in doing business.

The IES Engagement Survey (Robinson et al., 2007) has indicators for employee engagement in terms of attitudes. It consists of 12 items that check organization citizenship, organization commitment, aligning individual and organization values. It is in the form of scale with 1-5 points. Towers Perrin (2005) used a questionnaire called "Towers Perrin Rapid Engagement Diagnostic Survey." This is for measuring and comparing the level of employee engagement and specifying driving factors for employee engagement. The questionnaire consists of nine basic factors.

From reviewing the tools used in measuring employee engagement, the researcher selected the tool that has two variables: organization commitment and work engagement. For organization commitment, the questions from Saks (2002) and Hewitt Associates (2004) were used. It has three dimensions: cognitive, emotional, and behavioral. For work engagement, this research used the questions from The Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2003). It has three dimensions: vigor, dedication, and absorption.

2.4.9 Research Related to Employee Engagement

Robinson et al. (2004) studied "The Drivers of Employee Engagement" and conducted a survey on the attitudes of more than 10,000 employees from 14 NHS companies. There were 12 questions concerning engagement. It was found that the major factors that lead to employee engagement are having a part in decision making, being able to express one's opinions, superiors listening to the perspectives of subordinates, putting good suggestions into practice, recognizing the values of

employees, providing development opportunities for one's work, and managers expressing concern about the health and welfare of employees.

Vance (2006) wrote an article "Employee Engagement and Commitment" in a book published by SHRM Foundation's Effective Practice Guidelines in 2006. He said that any organizations where its employees work together collaboratively with a focus on organization goals will have more advantages than their competitors. That is why organizations invest in policies that lead to the practices that encourage employee engagement. The form of engagement that occurred was employee's satisfaction with work and being proud of their employer or organization. Behaviors expressed by the employees include truly wanting to be a part of the organization, supporting the organization, and expressing positive feelings about it. The reason for this was in the potentials for the employees to gain positive feedback from the customers. The employees will express themselves or behave in ways that show pride in the success of the organization. They will sacrifice their time to respond to the needs of the organization. Nevertheless, employee engagement takes time to foster. In practice, organization and its employees will feel begin by using normal practices in giving compensation, such as wages and welfare. When employees feel secure at work, proud of their employer, satisfied with their jobs, receive good challenges, receive fairness and support at work, as well as having warm and friendly treatment from the executives and the colleagues, they will better understand the connection between their jobs and the missions of the organization. As a result, they will want to remain with their employer or their organization. In conclusion, all these behaviors are variables that we can find when employees have engagement with organization.

Shibli (2013) conducted a research titled "The Effects of Employee Engagement on Productivity and Profitability in the Financial Services." The research aimed to specify the factors that affect employee engagement, as well as increase productivity and profitability. As a result, ten factors were found: commitment, good relationship with supervisor, enthusiasm, motivation, recognition, communication, empowerment, being in a line of sight, training and development, and employee involvement in decision making. It concluded that for organizations to be successful in building employee engagement they must compare themselves with competitors in the market.

Sarunya Sanglimsuwan and Supot Naksawat (2013) conducted a study on “The Development of Employee Engagement Model of Employees Working in Japanese Company in Thailand.” It is based on employees working in Japanese companies in Amata Nakorn Industrial Estate in Chonburi province. Six variables were studied: job fit, affective commitment, psychological climate, employee engagement, discretionary effort and intention to turnover. It was found that appropriateness of jobs, psychological security, and psychological atmosphere have direct positive influence on employee engagement, which, consequently, has influences discretionary efforts. Employee engagement has direct negative effects on the intention to turnover.

The researcher has summarized the review of literature, theories, and research related to employee engagement in table 2.4.

Table 2.4 Summary of the Review of Literature, Theories, and Research Related to Employee Engagement

Reference (Researchers /A.D., B.D.)	Factor on Employee Engagement	
	Organization Commitment	Work Engagement
Kahn (1990)	✓	
Maslach, Schaufeli, and Leiter (2001)		✓
Harter, Schmidt, and Hayes (2002)		✓
Schaufeli, Salanova, Gonzalez- Roma and Bakker (2002)		✓
Schaufeli and Bakker (2003, 2004, 2010)		✓
Robinson, Perryman, and Hayday (2004)	✓	
May, Gilson, and Harter (2004)	✓	
Taylor Nelson Sofres (2004)	✓	✓

Table 2.4 (Continued)

Reference (Researchers /A.D., B.D.)	Factor on Employee Engagement	
	Organization Commitment	Work Engagement
Truss, Soane, Edwards, Wisdom, Croll, and Burnett (2006)	✓	
Vance (2006)		✓
Saks (2006)	✓	✓
Robinson, Hooker, and Hayday (2007)	✓	
Macey and Schneider (2008)	✓	✓
Robertson and Cooper (2010)	✓	
Shibli (2013)	✓	
Sarunya Sanglimsuwan and Supot Naksawat (2013)	✓	

In table 2.4, the researcher has gathered concepts, theories and research related to employee engagement and found that the variables that affect the engagement are organizational commitment and work engagement. This researcher used questions from Saks (2002) and Hewitt Associates (2004) as a tool for measuring organizational commitment, and used questions from The Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2003) as a tool for measuring work engagement.

2.5 Concepts about Internal Communication Innovation

Internal communication innovation comes from the effects of technology advancement. In the initial period, communication experts discussed communication technology, then they changed the term to “information technology” and later developed it into a combined word “information and communication technology”

(Kanjana Kaewthep & Nikhom Chaikhunpol, 2012). The development of internal communication has gone through a long evolution, from hand-written to printed documents, to computer processing. Meeting changes from formal meeting in a particular place to conference phone to long-distance conference via satellite to video conference, and finally to e-mail, intranet and podcasting. Technological invention directly affects the employees, making them connect through electronic media more often than physical communication (Miller, 2006; Cornelissen, 2011). It can be considered that modern channels of communication result from technology advancement.

2.5.1 Meaning or Definition of New Media or Communication Innovation

Kanjana Kaewthep (1996, as cited in Kanjana Kaewthep & Nikhom Chaikhunpol, 2012) explained communication invention by using the term “New Media,” which means electronic and digital media that can spread news and information rapidly and widely. Rice (1985, as cited in Kanjana Kaewthep & Nikhom Chaikhunpol, 2012) argued that new media is the expansion of human senses to become more comprehensive and more complex. New media can take every role that other types of media are currently performing. Rogers (1995) said that it is technology or facilities that enables the exchange of information on the basis of the mass, through a communication system that has a computer at its center. For example, traditional face-to-face communication uses words and symbols. With technology advancement, communication is done through mass media.

Therefore, the researcher summarized the definition of communication innovation as a form of innovation for communication that uses new channels through technology and network that can send information to the mass of people, enabling fast, effective, and efficient communication.

2.5.2 Characteristics of New Media

Characteristics of new media (Flew, 2018) consist of eight characteristics:

- 1) Digital - Having the ability of digital media in building, keeping, exchanging and delivering information through the discrete data binary numeral

system, containing digit 1 and 0 in sending, processing, recording, or showing results. This is different from analog system that uses continuous data.

2) Computerized - It is computerized and needs a processing core which works through digital process in order to make the computer transform the data into a language understandable by humans.

3) Manipulated - It can be manipulated because users, both sender and receiver, can manage the data freely and equally. In other words, it gives opportunities to all users to design, create and manage their own data.

4) Networkable - It is linked with hardware and software, and can be used together through the network.

5) Interactive - It is interactive. Although users are in different locations, they can still communicate and exchange information easily and quickly, as if they are in the same place.

6) Dense - Quality characteristics of computer are its density and the ability to support many networks at the same time. Users are able to manage the density, as well as amount of data and the number of users.

7) Compressible - It is compressible and can compact many pieces of data together in the form of digits, which saves data-storing space.

8) Impartial - It is impartial and is open to all users. Everyone can have equality in communication, especially in creating their own content.

Besides that, there are other properties of new media (Kanjana Kaewthep & Nikhom Chaikhunpol, 2012) such as mobility, for it is small and can be convenient to carry around. More properties include convertibility, connectivity, ubiquity, speed of communication, and absence of boundaries.

2.5.3 Form or Channels of Internal Communication Innovation

Internal communication innovation enables speedy communication inside an organization, which results in convenience for work and supportive interpersonal relationships between the employees of the organization. The researcher summarized the channels of internal communication by separating them into two types:

2.5.3.1 Technological Communication – Technology advancement changes traditional forms of communication into modern communication that uses

technology, systems, and tools. Using technology makes communication fast, free, and convenient for sharing information within an organization. Therefore, organizations recognize its importance and recommend the following channels of communication.

1) Electronic mail or e-mail – This is a channel of two-way communication. Employees use it to send and receive information between employees and with external persons. They also receive necessary information on significant matters or about changes of the organization such as personal data (promotion, position change) or new procedures to be implemented. The advantages of using e-mails are that it is easy to use and can increase the speed of work. Cornelissen (2001) found that employees use the channel of e-mail most frequently and it is a communication tool that is best for communicating with those whom one does not know very well (Natchuda Wijitjammaree, 2018). On the other hand, communication by e-mail is not as influential as face-to-face communication. However, it is commonly used by employees to express their opinions toward their organization and helps members of the organization to understand the big picture goals of the organization in (Hewitt, 2006).

2) Internet and World Wide Web (WWW.) – The internet is a communication system that connects all the computers in the world. The world wide web is a program on the internet network that users around the world to access information, picture, and websites, as well as communicate with each other (Miller, 2006).

3) Intranet – This is an internal system inside an organization that enable employees to receive or send e-mails to other employees. They can also send images, video files, and audio files through this system. Intranet is an internal communication system, both vertical and horizontal. Holtz (2003) found that the intranet can develop the speed in delivering news and information and can facilitate global communication.

4) Video conferencing – This is a conference of people or groups of people located in different places. It enables them to communicate through sound and image on screen. This kind of conference is interactive.

5) Audio-Video Media – This is a channel of communication that can record image and sound for audiences to use later. It is an attractive form of communication that interests many employees and includes seminar, discussion, interview, and news reports, which responds effectively to the goals of communication.

In addition, there are other channels of communication that use technology, such as an electronic newsletter, which replaces traditional paper newsletters that are attached to the bulletin board of the organization.

2.5.3.2 Communication through social media – This is a form of activities that integrate new technology for interaction within the organization, between the organization and the public, and between different organizations. Communication through social media is very popular today because it is a channel that can send information to the employees widely, fast, effectively, and efficiently. However, its weakness is that the message or the content being sent without thoroughly checking its source may have negative effects and confuse the employees, as well as damaging the reputation of the organization. At present, many organizations use social media as an internal communication channel (Pisak Chainirun, 2010) as followed:

1) Blog – This is a communication channel that is open for users to write their articles and spread the knowledge freely. The articles will be arranged from the most recent to the oldest one in chronological order. Blogs also allows others to comment on the articles.

2) Twitter or Micro Blog – This is a communication channel that users can use to post a short message, not exceeding 140 letters. Its main objective is to be a space for users to announce what he or she is doing at the moment. However, now it has been developed to be used in creating brand, advertisement, and publicizing new articles.

3) Social networking – This is a network that connects users to their friends, making them a social group. Users create their own profile with personal data, pictures, notes, or videos. Its advantage is the ability to increase the number of friends and the ability to set up a specific group for chatting on particular topics.

Social networks that play an important role in internal communication in the present time are:

(1) Line application – This is a chat program that has been developed into a channel of communication. Users can chat, send pictures, audio files, stickers, and videos. The main properties of Line are that it is 1) two-way communication, because the sender and the receiver can communicate back and forth immediately in real time, and 2) group communication, it can be used for communication within a group and can be applied in the work place because it supports many types of data files, including Microsoft Word, Microsoft PowerPoint, and PDF (Supasil Kuljitjuewong, 2013). The advantages of communicating through Line that it operates on many forms of devices, including mobile phones and computers. It is personal and can be used as business-support channel. It saves money from phone calls. Also, it can be used to create one's own work in the form of videos or pictures.

The disadvantage or limitation of Line are the need to connect with the internet in order to send or receive information and the need to register through a smartphone. Nevertheless, communicating through Line is convenient and fast (Supasil Kuljitjuewong, 2013). A survey conducted about Line (RYT Night, 2013) found that the sample group used Line the most during work hours to communicate about work, business, trading and to send complaints. It increases the effectiveness of internal communication but it needs to be used properly and suitably in the context of work (Samart Aiyakar, 2015). Line communication can also build good rapport, strengthen relationships and builds friendship (Uayporn Panich & Tassnee Domkerngsak, 2014).

(2) Facebook – an online social network for creating groups for internal communication in organizations. The members that are permitted to join the group can be determined in the settings application in order to prevent leakage of confidential information in the organization to outsiders. Almost every organization has a Facebook fanpage created so that those interested in following the news of the organization can click “follow” to follow its fanpage. As the organization presents information, it appears in the News Feed of those who have clicked “follow”. As

regards the manners of using Facebook, one can post images, texts and videos and share information that one finds interesting.

(3) Yammer – an online social network for organizations with a usage style similar to that of Twitter, but it can only be used by organizations. The users must have the organization's email accounts to be able to use the service.

4) Media sharing site – a kind of open website where users can upload images and videos to share for the people who know them or the general public to be able to view. It is a popular channel for sharing images and videos. YouTube is one example.

5) Social news and bookmarking – a communication channel in which users can bookmark the contents or websites that they like. The websites can be linked to articles or contents on the internet that allow users to send articles or contents and rate them. Businesswise, it is used as an instrument for forwarding information and obtaining website visitors for the purpose of marketing communication.

2.5.4 Effects of using Internal Communication Innovations in the Organization

Modern communication technology has positive and negative effects on the forms and channels of communication in organizations. This is because technology has made the forms and operation methods of employees different from in the past. It has also contributed to the improvement of decision-making for operations (Chetsada Noknoi, 2016; Natchuda Wijitjammaree, 2018). The positive effects of using internal communications innovations in the organization are the communication of messages that formerly could not be communicated through the tone of voice, manner, gesture, or facial expression of the message sender and the wider dissemination of internal communication in the organization. Moreover, long-distance communication for work performance is convenient and quick. The use of the innovation also induces efficiency from internal communication in the organization and it is important to the induction of employees' engagement with their organization. This is because the new media promote good relationships between employees in the organization as they are channels that induce closeness between managers or superiors and subordinates.

Furthermore, employees who have come to work in the organization and want to share the organization culture with other employees can quickly use online media to facilitate this (Jue, Marr, & Kassotakis, 2010). As for the negative effects of using internal communication innovations in the organization, using electronic media can cause message overload (Opitz & Hinner, 2003); there may be errors of commands due to misunderstanding or message distortion (Pattama Sompornchaiyakij, 2013) and also distance between superiors and subordinates (Ornaong Swasburi, 2012). There is also the issue of safety regarding confidential information, which can leak to the public.

2.5.5 Researches related to Internal Communication Innovations in the Organization

Pattama Sompornchaiyakij (2013) conducted the study “Organization Communication of City Law Enforcement Department of Bangkok”. The researcher found that the communication of the managers and workers of the department was formal communication in the form of downward communication to convey policies and work performance guidelines through the communication channels of assignment letter, circular letter, conference and posters. There was also informal communication, using verbal communication with employees directly, sending messages through Line or Facebook in giving commands to assign duties. The subordinates could also report operational outcomes to superiors. This shows that emphasis was given to two-way communication and also encouraged good relationships. As regards obstacles, it is found that there were not enough communication channels and the communication was mostly one-way communication.

Uayporn Panich and Tassnee Domkerngsak (2014) studied “The behavior, the utility and the Satisfaction to construct the meaning of Line Application’s Communication”. It was found that the sample utilized The First utility of Line Application’s communication is to communicate the office work, the second is to study the information and interesting issues. Moreover, as for the level of satisfaction from using the Line application, the communication channels were increased. And for the qualitative research conclusion, the use of the Line application was in relation to communication with employees in the organization, such as conference appointment,

assignment, communication of good sentiments, relationship reinforcement and creating friendships.

Natdanai Petsoom (2015) studied Behavior and Satisfaction toward The Internal communication of Central Laboratory (Thailand) Co., Ltd's Staff. On the study results, the organization had both formal and informal communication. The employees received news mostly through personal electronic mail usage due to easy access. It is also found that the organization was composed of with various demographic characteristics. Thus, the company's channels of internal communication could not meet the needs of all the employees in the organization. Furthermore, sometimes the news was interpreted or understood in different ways, and this affected the efficiency of the operations in the organization.

Carlos Boonsupa and Sarid Sriyothin (2013) studied Social network Behavior in Organization of four companies with differences. It was found that the employees used the social network in their organizations for coordinative communication when holding activities, public relations in the organizations and the growth of good relationships between employees. For instance, Line users were invited to groups to join activities or solve problems from work performance.

2.6 Related Research from Thailand and Other Countries

2.6.1 Researches Related to Internal Communication and Employee Engagement

Welch and Jackson (2007) conducted the study "Rethinking Internal Communication: A Stakeholder Approach", showing that internal communication in the organization is an important factor inducing employee engagement, which can lead to success. The study found that managers have to share reliable information and emphasizes open communication with employees for the purpose of creating a sense of the participation with the organization and inducing commitment, and also enabling employees to understand the goals of the organization.

Pounsford (2007) conducted the study "Using Storytelling, Conversation and Coaching to Engage", which showed that the communication strategies of the organization, such as storytelling, informal communication and coaching could lead to

the improvement of employee engagement with the organization and induce trust and higher customer satisfaction.

MacLeod and Clarke (2009) conducted the study “Engaging for Success: Enhancing Performance through Employee Engagement” and saw that communication in the organization is an important factor to the enhancement of job performance outcomes through employee engagement. The researchers also proposed that quality internal communication in the organization encourages commitment and emphasized that in the employees’ communication, the director has to be definite. They also showed that bad communication impedes the generation of employee engagement to the organization and causes nonengagement.

Papalexandris and Galanaki (2009) conducted the study “Leadership’s Impact on Employee Engagement: Differences among Entrepreneurs and Professional CEOs” and found that good design of internal communication in the organization due to leadership was an important factor to encourage employee engagement.

Hayase (2009) conducted the research “Internal Communication in Organization and Employee Engagement”. The study results show a positive relationship between factors of internal communication in the organization and employee engagement. It found that internal communication in the organization is related to commitment, efforts put into work and meaningful work performance. It is also found that satisfaction with communication channels is related to employee engagement.

White et al. (2010) conducted the study “Internal Communication, Information Satisfaction, and Sense of Community: The Effect of Personal Influence” and found that the sending of information from top managers was very important to employees. The reason is the employees’ satisfaction with internal communication in the organization can increase the sense of being a part of the organization and also the feeling that they should be devoted to working for the organization.

Bakker et al. (2011) conducted the study “Key Questions Regarding Work Engagement” and found that work engagement to the organization is influenced by internal communication in the organization. The reason is internal communication is the organization’s mode of operating that is related to the effective transmission of the organization’s values to all employees, and strategic management of effective

communication plays an important role in developing employees' positive engagement to the organization.

Mazzei (2014) conducted the research "Internal Communication for Employee Enablement Strategies in American and Italian Companies" and found that the departments of internal communication in the organization should identify the guidelines of communication strategies. This is because these strategies will create satisfaction between the employees and managers, who have differences in terms of attitudes and personal motives. The communication system should also be open kind with feedback and also make opportunities for employees to participate in decision-making and to create and maintain relationships in quality ways.

Balakrishnan and Masthan (2013) conducted the study "Impact of Internal Communication on Employee Engagement – A study at Delhi International Airport", in which positive relations between internal communication in the organization and employee engagement was found.

Mishra et al. (2014) conducted the study "Driving Employee Engagement: The Expanded Role of Internal Communications". They found that the primary goals of internal communication in the organization are to send texts to message-receivers (audience) until trust is formed, to manage the brand reputation and the organization's image and to promote employees' commitment to the organization. The top management believed that face-to-face communication is the most effective channel of internal communication and was the key to encourage employee engagement to the organization. It can lower the resignation rate and promote the sense of being a part of the organization for the employees.

Karjalainen (2015) conducted the research study "Supporting Employee Engagement with Internal Communication for High Reliability", surveying employee engagement in an organization with high-level reliability. The research shows that employees' engagement is an important factor to success in high-reliability organizations (HROs). It is also found that internal communication in the organization has influence on employee engagement under a suitable organization culture.

Shehri et al. (2017) conducted the study "The Impact of Organizational Culture on Employee Engagement in Saudi Banks". The research shows the advancement of the knowledge derived from the combination of organizational

culture and employee engagement in Saudi banks through interviews with superiors and subordinates. It found that the factors that are important to the inducement of employee engagement are training and development, organizational communication, rewarding and generating recognition. It is also found that Islamic culture has an influence on the inducement of employee engagement in Saudi banks.

Pornpot Wiangsurin (2011), in “Social Media to Engage Potential Talents: A Case Study of Krungthai Card Public Company Limited”, found that the social media and network system in the organization have linear relationships with the commitment of those with the tendency of the talented. Nevertheless, only communication through the network system in the organization affects the level of commitment significantly. It was also found that the important factors are giving the opportunity to propose opinions openly and suitably designing communication through the network system in the organization suitably.

2.6.2 Researches Related To Employee Engagement and Job Performance

Harter et al. (2002) conducted the study “Business-Unit-Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis”. In the research, 7,939 business units in 36 companies were used. It found that on the matter of the value from continuous job performance, there is relation between employees’ satisfaction and their employee engagement and also business outcomes. The researchers proposed that a change in operational management that increases employees’ satisfaction may increase the business output and also profit.

Khahan Na Nan and Kasem Chalermthanakijkosol (2012) conducted the study “Model of the Causal Relationship of Factors Influencing Employee Engagement and job Performance. The sample population consisted of 435 human resource practitioners, who were members of the Personnel Management Association of Thailand. It found that the causal relationship model is in accordance with the empirical data. The factors of employee engagement, organizational management, work experience, and personal characteristic bore direct effects on performance. Furthermore, performance was indirectly affected by the factors of personal

characteristic, work experience, and existence, with the factors being statistically significant at the $p = .05$ level. Finally, the variables in the model were determined to be explanatory of 66 percent of the variance in performance and 67 percent of the variance in organizational commitment.

Pratoom Rerkklang (1995) studied Factors affecting the organization commitment and job performance of private university faculties and found that the factors with direct influence on organization commitment from the greatest to the smallest were communication and relation, role conflict, which had inverse influence, and lecturer's age. The factors directly influencing job performance, from the greatest to the smallest, were organization commitment, role definiteness, role conflict and work characteristics in respect of potential of motivation from work. The variables with indirect influence on organization commitment were the potential of motivation from work, organization size, sex, position, communication and relation, and administrative behavior. The variables with indirect influence on job performance were the organization size, sex, lecturer's age, position, communication and relation, and administrative behavior. Furthermore, on the model of linear structural relationship of factors influencing organization commitment and job performance, it found that the factors of organization, person, work characteristics, communication and relation, administrative behavior, and role awareness also had direct and indirect influence on organization commitment and job performance.

Narumon Kimpakorn, Orapin Santidhirakul, Kemakorn Chaiprasit, and Kanokphorn Tawiphath (2008) conducted the study "Factors contributing to Employee Engagement: A case of Telecommunication Organization", aims at studying factors contributing to employee engagement in "Advanced Info Service Public Company Limited". The sample size of the study comprised of 149 employees from the Northern-Region Operation Office and Chiang Mai branch's Customer Service Office. The study found that on average employee engagement was at the "Engaged" level. The personal factors with statistically significant influence on the organization engagement were the characteristics of the tasks in the employees' responsibility. And the factors of attitude towards the organizations' operation in various sections that influenced the employee engagement level were the practice in human resource

development, the management leadership style, and the organizational working structure.

Daosiri Phaophan and Pheeraphong Fusiri (2013) conducted a study “A Study of Job Description and Attitude that Effect on Employee Engagement for Supporting Staff”. On the results of the study, it found that engagement factors for this organization include job position from the personnel factors, freedom of work, difficulty of job, diversity of job from the job performance factor, and satisfaction of job and organization from the attitude factor.

Chayaras Sapphayarat and Vichit U-on (2017) studied The Structural Relationship Model of Talent Management Effecting on Organizational Performance. The research objective aimed to study the antecedents and their influences effecting on the organizational performance of Energy and Petrochemical companies. The research applied the quantitative methodologies. The sample were 187 pooled talents identified to levels of employees and executive management levels in Energy and Petrochemical groups and were selected as purposive sampling. The study found that the structural relationship model of talent management effecting on organizational performance according to theoretical framework (default model) fit with the empirical data, by the following fit indices:- Chi-square=82.419 (df=82), P-Value=0.466, CMIN/DF=82.419, SRMR=0.36, GFI=0.95, CFI= 1.00, RMSEA= 0.005. The default model fit explained the casual model showing how exogenous variables effecting on endogenous variables and path analysis showed that talent management organizational citizenship behavior and work engagement had positively directed to organizational performance at sig. level 0.01.

2.6.3 Researches Related to Internal Communication and Job Performance

Ladawan Watanasan (1996) conducted the study “A study of employee’s satisfaction toward intra-organizational communication: a case study of Charoen Pokphand group at C.P. Tower”. It found that the forms of the systems of internal communication in the organization were related to and involved in the promotion of the job performance, especially for the communication systems of the same level. They had the forms that afforded the highest satisfaction.

Pichet Boonmee (2001) conducted the study “Internal Communication: A Case Study of Siam Commercial Bank Public Company Limited, Headquarters”. It found that the employees at the headquarters of Siam Commercial Bank Public Company Limited were of the opinion that the internal communication in the bank could induce relation, understanding, coordination, efficiency and high work effectiveness. As for the factors affecting internal communication in the organization, they were position, years of work experience in the position, and the form and channel of communication in the bank.

Wanawan Doherty (2012) conducted the study “Communication for Organizational Changes”. It found that in organizations that are successful in making a difference, top managers, middle managers and workers recognize the importance of internal communication in the organizations. The organizations communicate policies, plans and other information through various communication methods. This enables employees to perform their tasks in alignment with the direction of the goals of the organizations. Moreover, satisfaction with the internal communication in the organization gives rise to motivation for work. It can induce cooperation and work efficiency in the organization, which eventually leads to reliance and loyalty to the organization.

The researcher summarized the researches related to the internal communication management innovation, employee engagement and job performance in table 2.5.

Table 2.5 Summary of Researches Related to Internal Communication Management Innovation, Employee Engagement and Job Performance

Reference (Researchers/A.D., B.D.)	Related Research		
	Internal Communication Management Innovation	Employee Engagement	Job Performance
Young (1996)	✓	✓	
Harter, Schmidt, and Hayes (2002)		✓	✓
Robinson, Perryman, and Hayday (2004)		✓	✓
Hewitt Associates (2005)		✓	✓
Dortok (2006)	✓	✓	
Yates (2006)	✓	✓	
Welch and Jackson (2007)	✓	✓	
Pounsford (2007)	✓	✓	
Macey and Schneider (2008)		✓	✓
Harter, Schmidt, Killham, and Agrawal (2009)		✓	✓
Watson Wyatt (2009)		✓	✓
Robertson-Smith and Markwick (2009)	✓	✓	✓

Table 2.5 (Continued)

Reference (Researchers/A.D., B.D.)	Related Research		
	Internal Communication Management Innovation	Employee Engagement	Job Performance
MacLeod and Clarke (2009)	✓	✓	✓
Papalexandris and Galanaki (2009)	✓	✓	
Hayase (2009)	✓	✓	
Welch (2011)	✓	✓	
White, Vance, and Stafford (2010)	✓	✓	
Bakker, Albrecht, and Leiter (2011)	✓	✓	
Gallup (2012)	✓		✓
Iyer and Israel (2012)	✓	✓	
Balakrishman and Masthan (2013)	✓	✓	
Mishra, Boynton, and Mishra (2014)	✓	✓	
Mazzei (2014)	✓	✓	
Karjalainen (2015)	✓	✓	
Verghese (2017)	✓	✓	

Table 2.5 (Continued)

Reference (Researchers/A.D., B.D.)	Related Research		
	Internal Communication Management Innovation	Employee Engagement	Job Performance
Shehri, Laughlin, Mc.-Ashaab, and Hamad (2017)	✓	✓	
Pratoom Rerkklang (1995)	✓	✓	✓
Ladawan Watanasan (1996)	✓		✓
Pichet Boonmee (2001)	✓		✓
Narumon Kimpakorn, Orapin Santidhirakul, Kemakorn Chaiprasit, and Kanokphorn Tawiphath (2008)		✓	✓
Pornpot Wiangsurin (2011)	✓	✓	
Khahan Na Nan and Kasem Chalermthanakijkosol (2012)		✓	✓
Bunga Posiw (2010)	✓	✓	✓

Using table 2.5, the researcher reviewed related concepts, theories and researches in both Thailand and foreign countries. The researcher found common variables. The independent variables are variables of internal communication, which are management strategy, message and content, form of communication, direction of communication, channel of communication, quality of media, and organization culture. The dependent variables are those of employee engagement, which are organization commitment and work engagement, and the variables of job performance efficiency are participation in performance appraisal, self-performance and collaboration with colleagues. Thus, the researcher used the studied variables to create a model of the causal relationships of internal communication management innovation in leading organizations of Thailand. The purpose was to validate the correspondence of the causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand with the empirical data

CHAPTER 3

RESEARCH METHODOLOGY

In this chapter, the researcher explained his research methodology, including the conceptual framework, variables, research hypothesis, operational definitions, research methodology, population and sampling in research, research methods and research instruments, rating scale and meaning, instrument quality inspection, data gathering, data processing, and data analysis.

The researcher used mixed method research techniques, including quantitative and qualitative research. The researcher divided this research into two phases: phase one, the researcher used qualitative research to study innovations in internal communication management in leading organizations of Thailand and to study internal communication management innovations to establish employee engagement and job performance efficiency in leading Thai organizations. By using in-depth interviews as an instrument to collect data, the interview results have been analyzed and synthesized before the researcher developed the questionnaires to be later used in quantitative research. As for the internal communication management innovation in phase two, the researcher used quantitative methods to develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency of employees in leading organizations of Thailand. This also included the validation of consistency between the causal relationship model and the empirical data by using the questionnaire as the research instrument to do hypothesis testing.

3.1 Conceptual Framework

The researcher used mixed method research techniques, including quantitative and qualitative research. According to the background and significance of the research problem in Chapter 1 and conceptual framework, theory and literature review in Chapter 2 of “Causal relationship model of internal communication innovation in leading organizations of Thailand”, the researcher built the conceptual framework and the hypothesis testing model, as shown in figure 3.1 and figure 3.2

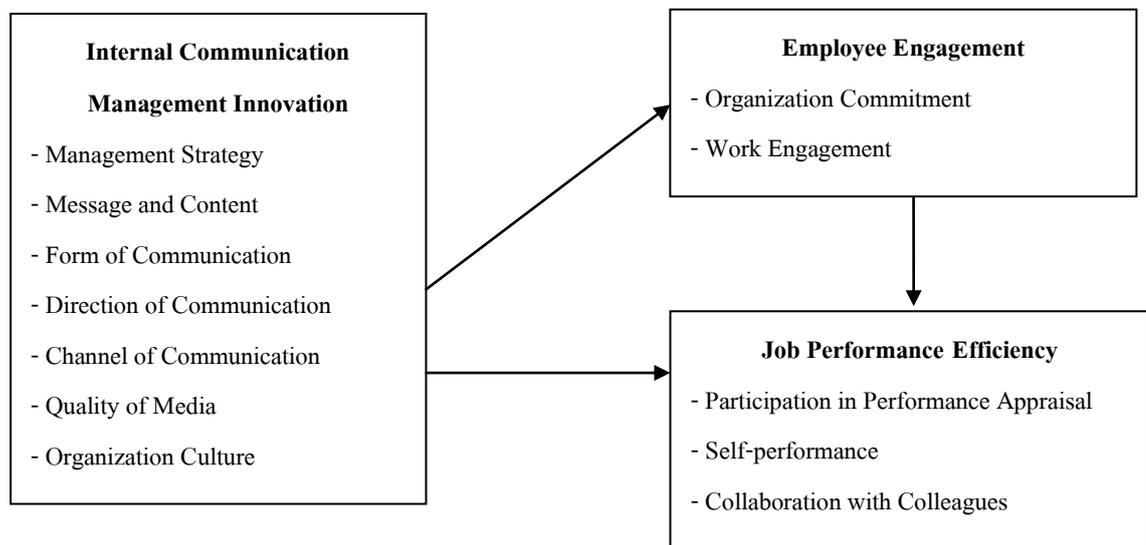


Figure 3.1 The Conceptual Framework for the Research

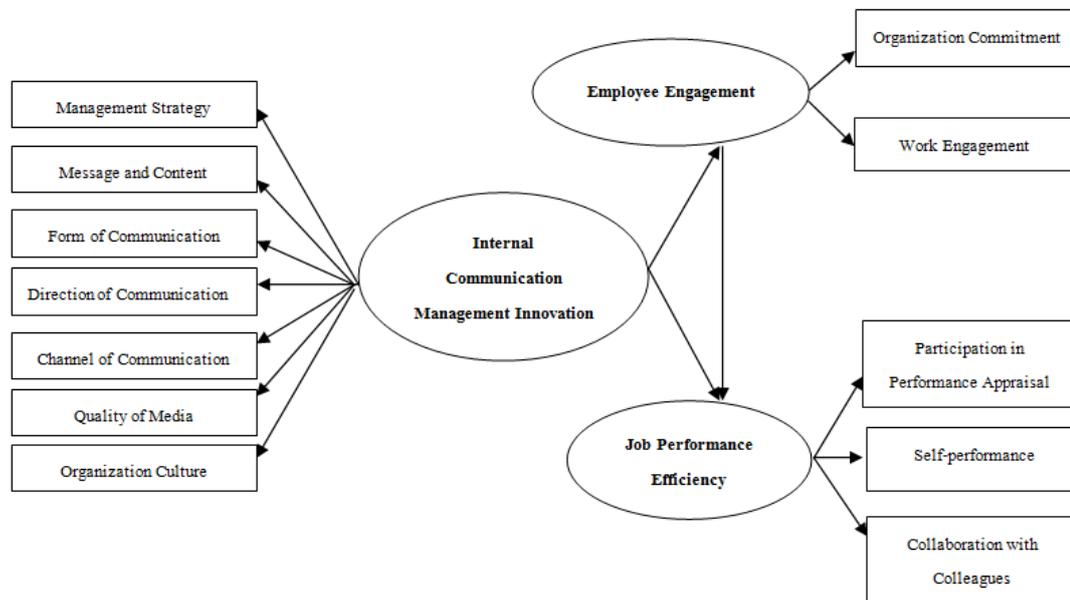


Figure 3.2 Causal Relationship Model of Internal Communication Innovation in Leading Organizations of Thailand

3.2 Variables Used in the Research

After studying, analyzing, and synthesizing the interview results, the researcher divided variables used in research into two endogenous latent variables, one exogenous latent variable, and sixteen observed variables as follows:

1) The exogenous latent variable consisted of internal communication management innovation which included seven exogenous observed variables, namely, management strategy, message and content, form of communication, direction of communication, channel of communication, quality of media and organization culture.

2) Endogenous latent variables included:

(1) Employee engagement which included two endogenous observed variables, including organization commitment and work engagement

(2) Job performance efficiency which included three endogenous observed variables, including participation in performance appraisal, self-performance, and collaboration with colleagues

Table 3.1 Summary of Variable Types Used in the Model-based Research

Latent Variables	Observed Variables
Exogenous Latent Variables	Exogenous Observed Variables
Internal communication management innovation	<ul style="list-style-type: none"> - Management strategy - Message and Content - Form of communication - Direction of communication - Channel of communication - Quality of media - Organization culture
Endogenous Latent Variables	Endogenous Observed Variables
Employee engagement	<ul style="list-style-type: none"> - Organization commitment - Work engagement
Job performance efficiency	<ul style="list-style-type: none"> - Participation in performance appraisal - Self-performance - Collaboration with colleagues

3.3 Hypotheses

1) The model of the causal relationship between internal communication management innovation on employee engagement and job performance efficiency in leading organizations of Thailand is consistent with the empirical data.

2) Internal communication management innovation has a direct positive influence on employee engagement in leading organizations of Thailand.

3) Internal communication management innovation has a direct positive influence on job performance efficiency in leading organizations of Thailand.

4) Employee engagement has a direct positive influence on job performance efficiency in leading organizations of Thailand.

5) Internal communication management innovation has an indirect positive influence on job performance efficiency through employee engagement in leading organizations of Thailand.

3.4 Operational Definition

Innovation refers to a guideline or new approach for internal communication with employees.

Internal communication refers to the information delivery process and information exchange among employees of all levels and departments in that organization through formal and informal communication styles according to the structure of the organization. The organization may use various communication channels suitable for the atmosphere of the organization. The communication is related to business goals, organizational structure, and functions. Effective internal communication will urge the members of the organization to perform well as expected by the organization and create employee engagement.

Internal communication management innovation refers to the operating officers' perception of internal communication, which includes seven variables as follows: management strategy, message and content, form of communication, direction of communication, channel of communication, quality of media, and organization culture. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Management strategy refers to the operating officers' perception of the strategic communication management process used by the organization internally at all levels, both formal and informal communications, through various communication channels. This internal communication will create employee engagement and lead to job performance efficiency. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Internal communication channel refers to the operating officers' perception of media or intermediaries that help convey information or knowledge from message senders or the organization to recipients (organization employees), so those employees can receive the information regarding work direction, strategies or other

policies of the organization thoroughly. They can also use these intermediaries as the channel to coordinate work in a formal and an informal way which will suit the characters for their work and work behavior of employees in the organization. Internal communication channels were obtained from key informants through an in-depth interviews. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Message and content refers to the operating officers' perception of messages or matters that departments in the organization want to convey to the employees in a suitable way. The message and content must be easy to understand, clear and interesting, suiting employees in the specific work fields and their behaviors. The message and content might be different, depending on the scope of content, variety, and concordance with the employees. By using the likert scale method with five rating scales of highest, high, medium, low, and lowest level.

The form of communication refers to the operating officers' perception of formal communication structure with a clear line of command and informal communication structure without a fixed form. The form of communication aims at spreading information internally, communicating at work and creating relationships among employees. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

The direction of communication refers to the operating officers' perception of information direction from supervisor to subordinate level (top-down), subordinate to supervisor level (down-top), and horizontal Communication. The direction of communication is used to deliver news, exchange knowledge and sharing work-related comments for better understanding. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

The quality of media refers to the operating officers' perception of various media's effectiveness, in term of message and content, form of communication, and channels of communication that departments inside the organization use in communicating their information to their employees, suiting their work fields and behaviors. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Organization culture refers to the operating officers' perception of the process that leads to understandings, guidelines, roles, and duties, which reinforces common core values of the employees to be practiced regularly. The culture of an organization will reflect the attitudes and behaviors of the organization and its employees to outsiders. Thus, top management has an important role in growing the kind of culture of the organization that accords with the vision or mission set by the organization for its employees. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Employee engagement refers to the operating officers' perception of positive emotions and intellects to show it physically through their dedication at work. They can use all their abilities and knowledge to increase job performance, thus, feel that their job is part of their lives (absorption). This acknowledgment affects resignation and absence rates. It consists of two variables: organizational commitment and work engagement. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Organization commitment refers to the operating officers' perception of their emotions and intellects towards the organization physically, cognitively and emotionally. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Physically refers to the operating officers' perception of their behaviors or actions at work, such as having an understanding of the purposes and missions of the organization, being able to talk about their organization, and urging or inviting others to join the organization. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Cognitively refers to the operating officers' perception of the feeling resulting from knowing the goals or purposes, including change directions of the organization. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Emotionally refers to the operating officers' perception of the feelings of being one with the organization. They feel a part of it and have positive attitudes to the organization and are willing to devote themselves to its work. By using the likert

scale method with five rating scales of highest, high, medium, low, and the lowest level.

Work Engagement refers to the operating officers' perception of their own positive feeling and behaviors towards their work, such as their vigor, dedication, and absorption. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Vigor refers to the operating officers' perception of the character of employees with high physical and mental abilities at work, who have expertise and skills in their work and are willing to face any difficulties and can adjust their feelings to remain positive at work. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Dedication refers to the operating officer's perception that they have a strong commitment to work. They feel that their work is important. They have faith, pride and feel challenged and inspired by their work. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Absorption refers to the operating officers' perception of their intention to focus on work, so their time flies and they do enjoy their duties. By using the Likert Scale method with five rating scales of highest, high, medium, low, and the lowest level.

Job performance efficiency refers to the operating officers' perception of their attempts to reach the goals set by the organization, as being assigned, according to their skills and creativity. It also refers to interaction with colleagues, and responsibility for work, and acceptance of performance appraisal according to the organization's indicators, which consists of three variables as follows: participation in performance appraisal, self-performance and collaboration with colleagues. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Participation in performance appraisal refers to the operating officers' perceptions of their work target, performance measurement methods and participation in evaluating their own performance with supervisors. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Self-performance refers to the operating officers' perception of their own job according to their assigned duties. They will put all their ability and experience to work, under the regulations set by the organization, to reach the organization's goals. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Collaboration with colleagues refers to the operating officers' perception of their cooperation with their colleagues when they have to work to fix any problems together, and to promote good relationships at work. By using the likert scale method with five rating scales of highest, high, medium, low, and the lowest level.

Thailand's leading organizations refers to 50 organizations listed on the Stock Exchange of Thailand, which are a group of stocks with the highest market capitalization. (SET 50) from the calculation of value between 1 January 2018-30 June 2018.

Employees of Thailand leading organizations refers to employees from manager level down to operating officers who work in their offices based in Bangkok as registered in the SET. This group of stocks has highest market capitalization (SET 50) and can be classified by business types as follows:

1) Banking

- (1) Bangkok Bank Public Company Limited (BBL)
- (2) Kasikornbank Public Company Limited (KBANK)
- (3) Krungthai Bank Public Company Limited (KTB)
- (4) The Siam Commercial Bank Public Company Limited (SCB)

2) Information and Communication Technology

- (1) Advance Info Service Public Company Limited (ADVANC)
- (2) True Corporation Public Company Limited (TRUE)

3) Energy and Utilities

- (1) Bangchak Corporation Public Company Limited
- (2) PTT Group Public Company Limited (PTT/PTTEP/PTTGC)

4) Transportation and Logistics

- (1) Airports of Thailand Public Company Limited (AOT)
- (2) Bangkok Expressway and Metro Public Company Limited

[branch office 2] (BEM)

5) Commerce and Construction Materials

(1) Berli Jucker Public Company Limited (BJC)

(2) The Siam Cement Public Company Limited (SCG)

3.5 Research Methodology

The researcher set the research methodology according to the objectives of the research as shown in table 3.2 and figure 3.3

Table 3.2 Define Research Methods According to the Research Objectives

Objective	Methodology
1. To study innovation of internal communication management in leading organizations of Thailand	- Academic documents study - Concepts, theories and related research result review
2. To study internal communication management innovation to establish employee engagement and job performance efficiency in leading organizations of Thailand.	- Research instrument development, including in-depth interview for the key informant - Qualitative data collection - Qualitative data Analysis and synthesis
3. To develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand.	- Academic documents study - Concepts, theories and related research result review - Variables used in research identification - Research hypothesis identification - Population and sample research determination

Table 3.2 (Continued)

Objective	Methodology
<p>4. To validate the correspondence of the causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand with the empirical data</p>	<ul style="list-style-type: none"> - Quantitative research instruments development (questionnaire) from in-depth interviews and accepted standard questionnaires - Instrument quality checking - Try out for analyzing the reliability of the model with the sample group, which is a different employee group to be used in the real study. - Quantitative data collection / processing and quantitative data analysis - Summarizing and discussing research results



Figure 3.3 The Process of Developing a Causal Relationship Model of Internal Communication Innovation in Leading Organizations of Thailand

According to the objectives shown in table 3.1, The research methodology can be explained into two phases as follows:

3.5.1 Phase 1 Research

In phase 1, the researcher used qualitative research, through in-depth interviews (the instrument to collect data), which gave a good response to objectives no. 1 and no. 2: 1) To study innovation in internal communication management in leading organizations of Thailand and 2) To study internal communication management innovation to establish employee engagement and job performance efficiency in leading Thai organizations. Then the interview results were analyzed and synthesized. These were used as material to build the instrument for quantitative research, which was a questionnaire about the channels of internal communication and internal communication management innovation in phase 2. The process in phase 1 was shown as follows:

3.5.1.1 Key Informant

The researcher collected data from 11 purposive samplings, who were the chief executive officer of organizations responsible for organizational communication or human resource management from nine leading organizations in Thailand, such as those which Thais most wanted to join, the award-winning organization of the world's human resources consultant company with high level of employee's engagement, and leading organizations that want to be an employer of choice, as shown below:

1) Leading organizations that Thai people want to join the company the most, according the survey by Job D.B. (Thailand) in 2016 were:

(1) Vice President HR Management of PTT Global Chemical Public Company Limited

(2) The Head of HR Strategy & Integration of the Siam Cement Public Company Limited

(3) The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited

(4) The Human Resources Director of Toyota Motor Thailand Co., Ltd.

2) The award-winning organization with the world's human resources consultant company with high level of employee's engagement, such as Aon Hewitt Best Employee Award by Aon Hewitt (Thailand) and Gallup Great Workplace Award by Gallup.

(1) The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc.

(2) The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited.

(3) The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited.

(4) The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited

3) Leading organizations that want to be an Employer of Choice.

(1) The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited.

(2) The Chief Operating Officer of Mono Technology Public Company Limited

(3) The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited.

3.5.1.2 Methods and Instruments Used in Data Collection

As for methods and instruments used collecting qualitative research to get in-depth and diverse data, the researcher studied academic documents, reviewed the literature, concepts, theories and related research to form a conceptual framework and created an in-depth interview schedule for the key informants. After collecting data from these in-depth interviews, the researcher brought the results together to

develop key points for the creation of the questionnaire used in the hypothesis test in the second phase of research.

1) In-depth interviews: The researcher used in-depth interviews to obtain data from the key informants, including the chief executive officer of the organizations responsible for organizational communication or for human resource management of leading organizations in Thailand. The researcher chose them based on their positions and responsibilities related to internal communication management and human resources management.

The researcher used structured interviews and non-participant observation during the interviews to understand the perspectives and methods of internal communication management as well as the various factors that have a significant effect on internal communication management, in order to establish employee engagement and job performance efficiency. The duration of each interview was approximately 45-60 minutes.

2) As for the points and the sequence of the interviews, in this research, the researcher determined four points and the sequence of interviews (table 3.3) as follows:

Table 3.3 Objectives and Question Guidelines for Qualitative Research

Objective No. 1.1, 1.2	Question Guidelines
Innovation of Internal Communication Management	<p>According to the concepts given by Van Riel, Quirke, Kalla, Welch and Jackson,</p> <ul style="list-style-type: none"> - At the present time, what are the objectives of internal communication? - What are the differences between internal communication management strategies in the past and in the present? - Which department is responsible for internal communication?

Table 3.3 (Continued)

Objective No. 1.1, 1.2	Question Guidelines
Innovation of Internal Communication Management	<ul style="list-style-type: none"> - How is the structure of communication within the organization? (Informal and informal form of communication) - What criteria does the organization use to check the accuracy of news message and content? - How does the organization use the direction of communication within the organization and what are the objectives? (top-down, down-top, and horizontally) - In the present, the organization has a unique innovation regarding the internal communication channel, compared to other companies? - What are the purposes of using modern media as an internal communication channel? What effects do they give to the organization? - Does the organization consider the quality of media used internally, to guarantee the effectiveness of the communication? - What are the factors that cause internal communication to be effective and efficient? - What are the factors that cause internal communication to be ineffective and inefficient? - What are the organizational cultures that help build employee engagement and increase job performance efficiency? What methods do they use to convey the cultures to the employees?

Table 3.3 (Continued)

Objective No. 1.1, 1.2	Question Guidelines
Employee Engagement	<p>According to the concepts of Saks, Hewitt Associates, Robertson & Cooper, Allen & Meyer regarding Organization Commitment and the concepts of Schaufeli & Bakker regarding work engagement,</p> <ul style="list-style-type: none"> - What strategies does the organization set up regarding employee engagement? - How do they use the media or activities to establish employee engagement? - What research or survey does the organization do to collect data regarding employee engagement?
Job Performance Efficiency	<p>According to the concepts, performance appraisals and kpis of the organization,</p> <ul style="list-style-type: none"> - What strategies does the organization set up regarding job performance? - What guidelines does the organization use to increase job performance efficiency? - What guidelines does the organization use as a mean to evaluate job performance? - What research or survey does the organization do to collect data that helps increase job performance efficiency?

Table 3.3 (Continued)

Objective No. 1.1, 1.2	Question Guidelines
Development of Employee Engagement and job Performance Efficiency Establishment through the Organization Internal Communications Management Innovation	<ul style="list-style-type: none"> - How does the organization use internal communication management innovation to build employee engagement or increase job performance efficiency? - What are the results of using internal communication management innovation to develop employee engagement and increase job performance efficiency? - How does the use of internal communication innovation cause a gap between older and younger employees? - What are the factors that give an internal communication management innovation success in developing employee engagement and increasing job performance efficiency? - What are the factors that give an internal communication management innovation failure in developing employee engagement and increasing job performance efficiency? - How is the acceptance of the organization to bring a new form of internal communication management innovation to use in the future? - What are the suggestions for using internal communication management innovation to develop employee engagement and increase job performance?

3.5.1.3 Validation of the Tests

The researcher showed these questions to five experts to do a content validity check of the research instruments.

1) Prof. Yubol Benjarongkij, Ph.D., Dean of Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration

2) Assoc. Prof. Pratoom Rerkklang, Ph.D., Lecturer, Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration

3) Assoc. Prof. Kullatip Satararuji, Ph.D., Associate Dean for Academic, Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration

4) Asst. Prof. Apinya Ingard, Ph.D., Lecturer, Business Information Technology, Faculty of Information and Communication Technology, Silpakorn University

5) Asst. Prof. Dr. Nitta Roonkaseam, Ph.D., Deputy Director, Editor-in-Chief Research and Development Institute Phranakhon Rajabhat University

All experts shared their opinions, edited and improved the questions to convey the desired meaning, so the desired data could be obtained according to the objectives of the research. After the content validity check of the research instruments was completed, the researcher tested the questions in an interview with other people to ensure the desired data matching the objectives.

3.5.1.4 Data collection and data management

The researcher brought the questions to interview with other people until he was confident to use the questions for interviews with key informants as defined in this research. Through this interview method, the interviewees were given the opportunity to freely express their opinions in a relaxed atmosphere. Before interviewing, the researcher had requested permission to write field notes and make an record audio of the interview.

3.5.1.5 Data Analysis

The researcher made verbatim transcriptions of interviews, word for word, sentence for sentence. After that, the data obtained from the transcriptions were analyzed and synthesized as follows.

1) The completeness and accuracy of the data from the interview recordings were checked.

2) The main points of the data were captured meticulously.

3) Data grouping: The data were categorized. The data with the contents (meanings) or concepts that can be organized into groups were also linked.

4) Various concepts were linked to identify the relationship, plot or phenomenon that were the objects of study according to the objectives.

5) Expanding connections: The scope of connections was expanded to make it possible to get a bigger picture of the matter or phenomenon studied.

6) The results of the interview and data from document analysis were summarized.

3.5.1.6 Rigour

The researcher examined the data from the interview to determine whether it was sufficient or not and whether it answered the research question. In the case of data inconsistency, an examination had to be made to identify the actual data by using the data triangulation method, which includes various methods, such as using data sources, interviews, documents or textbooks and checking the accuracy and consistency of the data from each researcher and key informant.

3.5.1.7 Research Conclusion

The researcher summarized the research results and presented them using a descriptive analysis method and tables.

3.5.2 Phase-2 Research

For the phase-2 research, the researcher used the quantitative research methodology in the style of correlation research to meet the research objectives No. 3 and 4: to develop a causal relationship model of the internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand. The aim was to validate the correspondence of the causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand and the empirical data. The study results from phase 1 (qualitative research result) was used as material to develop the questionnaire about internal communication management innovation to be used for collecting data from the sample of the operating officers in leading organizations of Thailand. The details are as follows:

3.5.2.1 Population

The population in the quantitative research was the operating officers in leading organizations of Thailand that registered in the Stock Exchange of Thailand in 2017 and which had their offices and employees in Bangkok.

3.5.2.2 Sampling

The researcher's sample were 600 operating officers in leading organizations of Thailand according to the list of organizations registered in the Stock Exchange of Thailand in 2017 with offices and employees in Bangkok. The sampling methods were as follows:

1) Sampling frame: The researcher checked the profiles of these organizations and found that all had been listed on the Stock Exchange of Thailand in 2017 and had their offices and employees in Bangkok. The organizations selected were those with the highest market capitalizations (SET 50) by the calculation of the values from 1 January 2018 to 30 June 2018 of the Stock Exchange of Thailand.

2) Sample size: The researcher chose the sample size of the population mean (μ) at a confidence level of 95%, allowing the error (E) of the average estimation at the level of + 5% of the standard deviation when the real population size was not known. Hair, Black, Babin, & Anderson (2010) recommended that the sample size used in research should be 10 - 20 times more than the observed variables in that research. In this research, the researcher had 16 observed variables. The researcher chose the criterion of 20 times more than the observed variables and thus determined the sample size to be 320 people.

3) Sampling: The researcher conducted sampling in the mode of nonprobability sampling, using the quota sampling method. The researcher classified the 50 leading organizations of Thailand that registered in the Stock Exchange of Thailand in 2017, had their offices and employees in Bangkok and had the highest market capitalizations (SET 50). The researcher chose 12 organizations and sorted these into five business groups. The sample consisted of 640 people in all. (table 3.4)

Table 3.4 Business Categories, the Number of Organizations and the Number of Samples

Business Categories	Organization (Number)	Sampling (Number)
1. Banking	4	210
- Bangkok Bank Public Company Limited (BBL)		
- Kasikornbank Public Company Limited (KBANK)		
- Krungthai Bank Public Company Limited (KTB)		
- The Siam Commercial Bank Public Company Limited (SCB)		
2. Information & Communication Technology	2	110
- Advance Info Service Public Company Limited (ADVANC)		
- True Corporation Public Company Limited (TRUE)		
3. Energy & Utilities	2	110
- Bangchak Corporation Public Company Limited		
- PTT Group Public Company Limited (PTT/PTTEP/PTTGC)		
4. Transportation and Logistics	2	110
- Airports of Thailand Public Company Limited (AOT)		
- Bangkok Expressway and Metro Public Company Limited [branch office 2] (BEM)		
5. Commerce and Construction Materials	2	100
- Berli Jucker Public Company Limited (BJC)		
- The Siam Cement Public Company Limited (SCG)		
Total	12	640

3.5.2.3 Methods and Research Instruments

1) Research Methods

As for the methods and instruments used in the research, in terms of the quantitative research, the researcher reviewed the literature, concepts, theories and related research, defined the variables to be used to create a conceptual framework and then used the framework to create a questionnaire to test the hypotheses the researcher had determined. In addition, some part of the questionnaire were derived from the in-depth interviews in the phase-1 research and the employment of accepted standardized questionnaires. The researcher adapted and improved the questions to be suitable. The questionnaire used in this data collection was created by following these steps:

- (1) Study the details of the research objectives to find out the guidelines and scope of the research
- (2) Research concepts from relevant research papers both in Thailand and from abroad
- (3) Study the information obtained from the research and questionnaire examples to create a questionnaire according to the objectives
- (4) Present the drafted questionnaire to the advisor and experts, Three in all
- (5) Examine and correct the questionnaire as notified, then create a draft questionnaire
- (6) Improve the draft, correcting any defects
- (7) Use the final draft to create the questionnaire for data collection

2) Research Instruments

The researcher used a self-administered questionnaire as the instrument to collect data for this research. The researcher used the qualitative research results from the in-depth interviews in phase 1 and accepted standardized questionnaires to create the questionnaire. The questionnaire consists of questions in five sections as follows:

Section 1: Personal information questionnaire: questions about personal information on respondents, including the organization for which they were

working, gender, age, education, monthly income, length of time of working with the organization and position in the organization. There were four checklists with closed-ended questions and three open-ended questions.

Section 2: Satisfaction questionnaire about communication channels used within the organization: 19 questions about satisfaction with the communication channels in the organization, which included an interval scale and satisfaction-rating criterion. The questions were gathered from the interviews with the key informants. These were in the style of the five-points likert scale with highest, high, medium, low and the lowest levels. Each level has an equal range of points, which is 1 point.

Section 3: Questionnaire about internal communication management innovation consisting of 49 questions. It was derived from Phase-1 research through the in-depth interview method. The content of the questionnaire was divided into elements of internal communication management innovation in seven areas:

(1) Management Strategy	5	questions
(2) Message and Content	5	questions
(3) Form of Communication	8	questions
(4) Direction of Communication	12	questions
(5) Channel of Communication	9	questions
(6) Quality of Media	4	questions
(7) Organization Culture	6	questions

These were in the style of the five-points of the likert scale with the highest, high, medium, low and lowest levels. Each level has an equal range of points, which is 1 point.

Section 4: Questionnaire about employee engagement, which consisted of two areas:

(1) Organizational commitment, which consisted of 14 questions, which had been adapted from questions by Saks (2002) and Hewitt Associates (2004). The content of the questionnaire was divided into the elements of organizational commitment in three areas:

- | | | |
|-----------------|---|-----------|
| (1.1) Cognitive | 4 | questions |
| (1.2) Emotional | 6 | questions |
| (1.3) Behavior | 4 | questions |

(2) Work Engagement, which consisted of 17 questions, which had been adapted from questions by The Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2003). The content of the questionnaire was divided into the elements of work engagement in the work in three areas:

- | | | |
|------------------|---|-----------|
| (2.1) Vigor | 6 | questions |
| (2.2) Dedication | 5 | questions |
| (2.3) Absorption | 6 | questions |

These were the interval scale for these two areas with the style of the five-points of the likert scale with the highest, high, medium, low and lowest levels. Each level has an equal range of points, which is 1 point.

Section 5: Questionnaire about job performance efficiency, which consisted of 15 questions, adapted from research by Tarus (2014). The content of the questionnaire was divided into elements in three areas:

- | | | |
|---|---|-----------|
| 1) Participation in performance appraisal | 4 | questions |
| 2) Self-performance | 8 | questions |
| 3) Collaboration with colleagues | 3 | questions |

These were in the style of the five-points of the likert scale with the highest, high, medium, low and lowest levels. Each level has an equal range of points, which is 1 point.

3.5.2.4 Conversion of Scores and Interpretation

The scoring criterion was as follows: The perception level or satisfaction level that is

Highest	=	5
High	=	4
Medium	=	3
Low	=	2
Lowest	=	1

In score conversion, the formula that the researcher chose to use to calculate the average rating level for each class was the class interval calculation formula below.

$$\begin{aligned} \text{Class interval} &= \frac{\text{Range (Range = highest value - lowest value)}}{\text{Number of classes}} \\ &= \frac{5-1}{5} \\ &= 0.80 \end{aligned}$$

From the calculation above, the average scores could be interpreted into five levels as follows:

A score between 4.21 – 5.00 means very a high level of perception or satisfaction

A score between 3.41 – 4.20 means a high level of perception or satisfaction

A score between 2.61 – 3.40 means a medium level of perception or satisfaction

A score between 1.81 – 2.60 means a low level of perception or satisfaction

A score between 1.00 – 1.80 means a very low level of perception or satisfaction

3.5.2.5 Instrument Quality Examination

After creating the questionnaire, the researcher tested the quality of the instrument before actually using it to collect data to make sure that the questionnaire had validity and reliability, capable of being used in the research to obtain correct research results as follows.

1) Validity: The researcher used the method of content validity check, proposing the preliminary draft of the questionnaire that had been developed by the advisor and experts, three people in all, namely,

(1) Assoc. Prof. Pratoom Rerkklang, Ph.D., Lecturer, Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration

(2) Asst. Prof. Nitta Roonkaseam, Ph.D., Deputy Director, Editor-in-Chief Research and Development Institute Phranakhon Rajabhat University

(3) Phasit Sophonphongphat, Ph.D., Lecturer, Faculty of Education, Chandrakasem Rajabhat University

The purpose was to check the accuracy and appropriateness of the empirical content (face validity) and to apply the suggestions to improve the questionnaire for accuracy, comprehensiveness of content and the language that is easy to understand.

2) Reliability test: To find the consistency and stability of the questionnaire. The researcher used the formula of cronbach's alpha coefficient to measure the internal consistency of the questionnaire. After the questionnaire had been created after revision by the adviser, the researcher distributed the questionnaire copies to the non-sample (try-out), which were the companies that registered in the Stock Exchange of Thailand in 2017 and had offices and employees in Bangkok, but were not the sample used in the research. This sample consisted of 30 people. After the questionnaire was returned, the data were subjected to a series of quality analyses with the use of the item total correlation value. After that, all the usable questions were subjected to a calculation to find the reliability values by using the cronbach's alpha coefficient formula. The Cronbach's alpha of the whole questionnaire was 0.9860, which was greater than 0.70. This indicated that the questionnaire created was reliable and acceptable.

Moreover, when analyzing the correlation coefficient of the individual score and the total score of all the questions in the questionnaire (the corrected item-total correlation), the value of the correlation coefficient of the question should be 0.20 or greater to indicate that the question has a good or acceptable discrimination value. Furthermore, the cronbach's alpha calculated with that question having been deleted (alpha if item deleted) was considered. This alpha refers to the possible total coefficient alpha of the instrumentation when the question being considered was excluded. The value should not be higher than the total coefficient alpha of the

instrumentation. If any question did not meet these three criteria, it would be removed from the instrumentation. The results of the analysis of the reliability of all sections of the questionnaire (table 3.5) are as follows.

Table 3.5 Reliability

Section	Question (Number)	Reliability (Alpha)
Section 1: Internal communication management innovation	49	0.9780
- Management Strategy	5	0.8970
- Message and Content	5	0.9280
- Form of communication	8	0.8810
- Direction of Communication	12	0.9200
- Channel of Communication	9	0.9370
- Quality of Media	4	0.8000
- Organization Culture	6	0.9130
Section 2: Employee engagement	31	0.9800
- Organization commitment	14	0.9660
Cognitive	4	0.8260
Emotion	6	0.9520
Behavior	4	0.9220
- Work engagement	17	0.9620
Vigor	6	0.8840
Dedication	5	0.8970
Absorption	6	0.9140
Section 3: Job performance efficiency	15	0.9140
Participation in performance appraisal	8	0.8650
Self-performance	4	0.7650
Collaboration with colleagues	3	0.7890
Total	95	0.9860

3.5.2.6 Data Collection

For data collection, the researcher used a questionnaire to collect data from a sample consisting of 320 employees of some leading organizations of Thailand listed as registered in the Stock Exchange of Thailand in 2017 with offices and employees in Bangkok. The questionnaire contained many questions. The researcher, therefore, collected data by distributing the questionnaire copies to two times more people than the people in the sample, that is, 640 people in all, but the questionnaire copies could be collected from 600 people. In the data collection, the researcher followed these steps:

- 1) The researcher contacted the Graduate School of Communication Arts and Management Innovation, National Institute of Development Administration and had a letter issued from the institution to ask permission to conduct research and collect data by distributing the questionnaire copies to the sample.

- 2) Regarding data collection, the researcher handed out the 640 questionnaire copies by himself. The data collection focused on answering questions realistically.

- 3) The returned questionnaire copies, 600 in all, which were equal to 93.75, were subjected to verification of data integrity.

- 4) The questionnaire copies with integrity were scored according to the determined criterion and then subjected to statistical data analysis. Package software was used to analyze the result to find statistical values.

3.5.2.7 Data Processing and Analysis

After the data were collected from the questionnaire copies, the researcher checked the returned questionnaire copies, did the coding and then processed the data, using a package software to calculate statistical values for social science research to perform a statistical analysis. The reliability was set at 95 percent or at the statistical significance level of 0.05 as the criterion for accepting or rejecting the research hypothesis and for the construct validity analysis by using the methods of confirmatory factor analysis and linear structure equation model analysis to examine the linear structural relationship models between theoretical variables and the

empirical data for that are consistent. The researcher subjected the data to the following analyses to find statistical values.

1) Descriptive statistical analysis, which includes frequency, percentage, mean and standard deviation. It was performed to present the personal data of the sample, gender, age, education level, monthly income, length of time working with the organization, satisfaction of internal communication channel, internal communication management innovation, employee engagement, and job performance efficiency. The data were presented in the table and the value of each variable was explained.

2) Inferential statistical analysis: The researcher used this analysis to test the hypothesis of the research. The data was analyzed by structural equation modeling (SEM), using the AMOS program. In the analysis of the structural equation model, the researcher used the technique of analyzing the hypotheses between multiple latent variables at the same time. The AMOS program was used in conjunction with the data so that it could be recorded in the program in order to prove the acceptance or denial of the relationship between the variables (Grid Rangsungnoen, 2011). The analysis consisted of the following steps.

(1) Analysis of the correlation coefficient between the observed variables in the model by using the pearson's product moment correlation to determine the relationship between the variables. The analysis determined the relationships between the variables, determining whether there were linear relationships or not. It could also identify the direction and the extent value of the relationship through the correlation or correlation coefficient (r), which was between +1 and -1 and could be classified into 3 groups:

The r value approaching + 1 means the variables of the pair are highly correlated in the same direction.

The r value approaching - 1 means the variables of the pair are highly correlated in the opposite direction.

The r value approaching 0 means the variables of the pair are not related.

The correlation coefficient between the variables in the structural equation analysis should not exceed + 0.80.

(2) Analysis to examine the consistency of the model for measuring latent variables by using the confirmatory factor analysis to test the relationships between 16 observed variables and three latent variables to determine whether the elements of the theoretical measurement model were consistent with the empirical data. If the analysis result showed that the measuring instrument model was consistent with the empirical data, that meant that the model had constructed validity and the latent variables were appropriate to be analyzed in order to examine the validation of the causal model.

(3) Examination of the validity of the model: In the structural equation model analysis, the advanced statistical analysis program evaluated the consistency of the model and the empirical data to report various indexes in the analysis result report. These indexes showed the model values in the overall picture and then how much the structural equation model corresponded with the empirical data. Various indexes were used to indicate the consistency of the model. The steps in the process were as follows:

(3.1) Model specification: The researcher studied the theories and researches that were relevant and important and used them in model conceptualization, developing an appropriate conceptual framework for the research.

(3.2) Model Identification; a study of the identification of the parameters that are not yet known in the model of research to determine if it is in accordance with the conditions of the analysis or not. This was done by comparing the total number of the observed variables with the number of the parameters that need to be estimated, which is determined by the degree of freedom calculated by the formula for calculating the degree of freedom (Schumacker & Lomax, 2010):

$$\text{Degree of Freedom} = [NI(N+1)/2] - \text{number of parameter estimation}$$

When NI is determined as the total number of observed variables used to estimate the parameters.

If the degree of freedom is more than 0, it indicates an over-identified model.

If the degree of freedom is 0, it indicates a just-identified model.
 If the degree of freedom is less than 0, it indicates an under-identified model.

(3.3) Model estimation: When a model identification examination was performed and it was found that the model was an over-identification model, the program would estimate all the parameters of the model and then calculate those parameters back into the variance-covariance value of the observed variables in the model.

(3.4) The examination of the consistency of the hypothetical model and the empirical data from the sample by analyzing the causal relationship model to analyze the causal influences. This showed which independent variables used in the research, directly and indirectly, influenced the dependent variables. The statistics used to measure consistency was developed by Joreskog and Sorbom (1996). The analysis and examination were performed in the following steps.

(3.4.1) Chi-square statistical (χ^2): a statistical value used to test statistical assumptions to determine whether the function is consistent. The value is close to 0. If it is very close to 0, this indicates the model is consistent with the empirical data. Or if the chi-square statistical (χ^2) is not statistically significant ($p > 0.05$), this indicates that the research hypothesis model is consistent with the empirical data.

(3.4.2) Chi-square Statistics Comparing The Tested Model and The Independent With The Saturated Model (χ^2 / df). The χ^2 / df is the chi-square statistical divided by degrees of freedom. Generally, the value derived that is less than 3 is a good value, and the value that is close to 0 or 0 is the best value.

(3.4.3) Goodness of Fit Index (GFI): is the ratio of the difference between the function of consistency from the model before and after model adjustment and the function of consistency before model adjustment. The GFI index is between 0 and 1. A GFI approaching 1 indicates that the model is consistent

with the empirical data. If the GFI value is greater than 0.90, it means the model is consistent with the empirical data.

(3.4.4) Adjusted Goodness of Fit Index (AGFI):

The GFI index is adjusted with consideration of the degrees of freedom (df), which include the number of variables and the size of the sample. The AGFI index has the same properties as those of the GFI, that is, the AGFI is between 0 and 1. An AGFI approaching 1 indicates that the model is consistent with the empirical data. An AGFI value greater than 0.90 suggests that the model is consistent with the empirical data.

(3.4.5) Comparative Fit Index (CFI) is a value

that is considered to compare the research hypothesis model to determine how much greater its consistency is in comparison with that of the empirical data. The CFI is between 0 and 1. The CFI approaching 1 indicates that the model is consistent with the empirical data. If the CFI value is greater than 0.90, that means the model is consistent with the empirical data.

(3.4.6) Standardized Root Mean Squared

Residual (Standardized RMR or SRMR): a value that indicates the error of the model. The general value of SRMR is less than 0.05. This value is considered acceptable, indicating that the model is consistent with the empirical data.

(3.4.7) Root Mean Square Error of

Approximation (RMSEA): a statistical value from the basic agreement on the chi-square value that the accurate hypothetical model is not consistent with the truth. In general, the RMSEA value less than 0.05 is acceptable, indicating that the element model corresponds with the empirical data.

RMSEA < 0.05	means the model is very appropriate.
RMSEA > 0.05 but < 0.08	means the model is appropriate.
RMSEA between 0.08 - 0.10	means the model is somewhat appropriate.
RMSEA > 0.10	means the model is inappropriate.

(3.4.8) Path Coefficient Analysis in a causal relationship model by analyzing the direct effects (DE), indirect effects (IE) and total effects (TE) of various variables within the causal relationship model of internal communication management innovation on the employee engagement and job performance efficiency in leading organizations of Thailand. The hypothesis were accepted at the statistical significance level of 0.05 ($P < 0.05$). The t-statistical value calculated from the results in the advanced statistical analysis program was used in the consideration. If the t value is more than 1.965, that means the causal variables have a direct effect (DE) or indirect effect (IE) on the result variables with the statistical significance at 0.05.

(3.5) Model Modification: This was done only when some parameters were not different from 0 ($|t| > 1.96$) or the direction of a parameter value was not in accordance with the theory set. In that case, the researcher had to adjust the model to perform a new analysis until the research model and empirical data were consistent. The modification indices were used in the consideration. These indices told the researcher which pair of variables had a path of influence that should be drawn in addition or cut off to make the model more consistent. The researcher's decision was based mainly on the causal relationship in light of the supporting concepts, theories and research results. Then the various parameters in the model were used to write a data analysis report.

Table 3.6 Shows the Statistics used in Checking the Consistency of Models

No.	Indexes	Criterion	Consideration
1.	Chi-square Statistics : χ^2	$p > 0.05$	A p-value that is more than 0.05 shows that the model is appropriate and consistent with the empirical data.
2.	Chi-square Statistics Comparing The Tested Model and The Independent With The Saturated Model (χ^2/df)	Less than 3	The χ^2/df value must be less than 3, and the closer the χ^2/df value is to 0, the more consistent the model is with the empirical data.
3.	Goodness of Fit Index (GFI)	> 0.90	The GFI index must be greater than 0.90 and the closer the GFI value is to 1, the more consistent the model is with the empirical data.
4.	Adjusted Goodness of Fit Index (AGFI)	> 0.90	The AGFI index value must be greater than 0.90 and the closer the GFI value is to 1, the more consistent the model is with the empirical data.
5.	Comparative Fit Index (CFI)	> 0.90	The CFI value is between 0 and 1. The closer the CFI value is to 1, the more consistent the model is with the empirical data.

Table 3.6 (Continued)

No.	Indexes	Criterion	Consideration
6.	Standardized Root Mean Squared Residual (Standardized RMR or SRMR)	< 0.05	A SRMR value that is less than 0.05 indicates that it is acceptable. It suggests that the model has a slight error. The model is therefore consistent with the empirical data.
7.	Root Mean Square Error of Approximation (RMSEA)	< 0.05	The RMSEA index must be lower than 0.05. The closer the RMSEA index is to 0, the slighter the error of the model is. The model is therefore consistent with the empirical data.
8.	Normed fit index (NFI)	> 0.90	The NFI value is between 0 and 1. The closer the NFI value is to 1, the more consistent the model is with the empirical data.
9.	Incremental fit index (IFI)	> 0.90	The IFI value is between 0 and 1. The closer the IFI value is to 1, the more consistent the model is with the empirical data.
10.	Path Coefficient	$p < 0.05$	A value of p that is less than 0.05 indicates that the variable is related.

Source: Schumacker and Lomax, 2010; Hair, Black, Babin, and Anderson, 2006.

In conclusion, the process of analyzing the structural equation model to develop a model of the causal relationship of internal communication management innovation in leading organizations of Thailand can be summarized in figure 3.4.

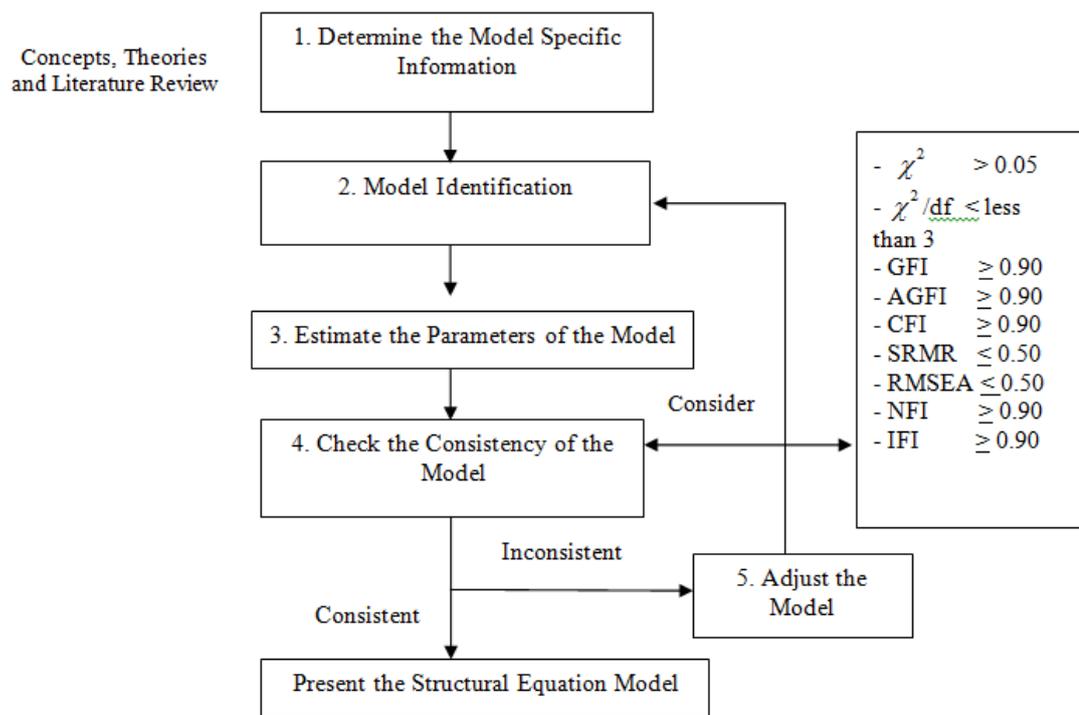


Figure 3.4 Summary of the Process of Analyzing the Structural Equation Model

Source: Schumacker and Lomax, 2010.

CHAPTER 4

QUALITATIVE RESEARCH RESULTS

This chapter is the result of the first phase of this research using qualitative research methods with in-depth interviews of the key informants as the research instrument to collect data corresponding to the research objectives topics numbers one and two. The aim is to study the innovation of internal communication management in leading organizations of Thailand and to study internal communication management innovation to establish employee engagement and job performance efficiency in those organizations. The researcher collected specific samples by using purposive sampling from 11 key informants in nine leading Thai organizations, who were the ceo's responsible for organization communications or human resource from thoes organizations where people hope to join the company, the award-winning organization with the world's human resources consultant company that had high levels of employee commitment, and leading organizations that want to be an Employer of Choice.

The researcher classified the research results into four areas, which are:

4.1 Internal Communication Management Innovation

4.2 Employee Engagement Establishment

4.3 Employee Effectiveness Enhancement for Job Performance

4.4 Employee Engagement and Effectiveness Establishment through the Organization Internal Communications Management Innovation

4.1 Internal Communication Management Innovation

4.1.1 Internal Communication Objectives

The organization internal communication plays an important role in establishing a clear understanding between executives and employees, supervisors and subordinates, and among the employees within an organization. Moreover, internal

communication also delivers work-related information, company policies, and the direction of work to achieve the organization's objectives. According to the analysis of the in-depth interviews of the key informants, the researcher found that the objectives of communicating within the organization of the leading companies in Thailand consisted of six key matters, which are general information and organization direction communication, communication during organizational crisis situations, engagement communication, change management communication, work inspiration and conveying organizational culture, and internal survey collaboration for employee's opinions. The researcher analysed further information as follows.

1) General Information and Organization Direction Communication

The key informants discussed the objectives of internal communication by which an organization is able to communicate clear and understandable messages between executives and employees, such as the company's general information, direction of work and its goal of the organization, current and upcoming policies, progress and performance reports, changes in workflows, executives promotion, employee rotation, and activities of various departments. Mostly, the general information and the direction of the organization, is communication from top management to employees across the organization.

In the interview with Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, regarding internal communication objectives concerning general information and organization direction communication he made the following statements;

“...The CEO has taken the focus on internal communications in a continuous way, our bank is likely to be the first organization with its own TV channels, called Kasikorn TV, with a Kasikorn News program. The headquarters can communicate information in both the normal time and at any crisis situations to nationwide branches of thousands of banks. We normally communicate our internal information, any new innovations, new products, changes, and management matters...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited as part of his interview made the following statements;

“...The important intention of internal communication is to focus on two-way communication, in which the company would provide general information to employees, on the business subjects, performance progression, company policies, and upcoming events. Mostly, the internal communication comes from the Chief Executive Officer (CEO or PS) every quarter, as communication from top management, which is an important issue for employees to recognize...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; said that;

“...Regarding recent competitive conditions, there are quite a lot of changes in rapidity. Therefore, we look at the matter of internal communication, which is important as the first priority especially for the relevant employees. So our CEO has a strong intention to ensure that all employees in the organization must understand the direction of the organization. This allows executives to focus on internal communication to update information in various situations, including aiding the direction of the organization to move forward periodically...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited explained;

“...As per the intention of our internal communication is more likely for our employees to receive general information of the company at a time, directions, company strategic concerns, facts and figures regarding the company’s performance. As well as the communication about changes or errors that

requires the employee to prevent these from occurring including other information from our divisions such as CSR, sports day, and family day, etc...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, said;

“...The organization’s communication is crucial for the CEO or President of each business unit, communicating the direction of the company that is compatible with the work plan. We communicate through employee forums so that all employees have clearly understood the direction of the company’s work and they can receive the same messages...”

2) Communication during Organizational Crisis Situations (Crisis Communication)

Focusing on the current competitive situation which is more intense, most organizations have a plan for when an unusual event occurs, including short-term plans, mid-range plans, and long-term plans. These plans are based on the duration and relevance of a crisis incident. This will allow all employees to understand the right approach to work and requires periodic communication before a critical state of crisis, during the crisis itself, and after crisis conditions end. Therefore, the organization aims to communicate internally in the field of communication issues of organizational crisis situations, such as various emergency communication plans, a crisis approach, so that employees can act in the same direction.

The statements below are a part of the interview of the Vice President HR Management of PTT Global Chemical Public Company Limited, regarding internal communication objectives upon crisis communication.

“...We plan for communicating in critical situations as crisis communication, providing a plan of communication during the crisis that may affect the company by the Human Resource team. They would analyze the crisis

information from the crisis team or the management, then provide the information to employees on both minor and major level of the crisis to recognize the impacts, such as emergency communications plans, in case of fire, plague, or employees injured...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, provided information during the interview as follows;

“...The Business Continue Reality or our internal communication during the crisis is the guideline for making decisions made by the executives, as well as the messages to the employees, such as the flood crisis in 2011. We set up a command center then conveyed the orders and policies from head office to branches via Kasikorn News channel...”

3) Engagement Communication

Many organizations in the modern era tend to focus more on employees, as employees are valuable resources that can ensure the organization achieve its goals. Besides the employees have the same understanding of company’s direction and goal, internal communication also supports employee engagement with the organization, such as work approaches, benefits and welfare, career paths, and ensuring employees of future success.

The statements below are a part of the interview of the Vice President HR Management of PTT Global Chemical Public Company Limited regarding engagement communication.

“...Our internal communication issues are mainly about general matters, which are urgent. These are about changes and conditions, which focus more on branding by agencies to communicate potential information of matters and aim to have the same understanding in term of corporate communication. The Human Resources division would focus on the communication directly relevant to the employee, such as the subjects that employees need to know to

communicate in order to understand the communication of engagement and the subjects that employees shall not be involved with. The Human Resources division have to communicate on what employees expected and deploy the process...”

Part of the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. includes the statements below;

“...Once we are able to communicate and reach all employees through messages of communication, such as the level at which the executives must know the rules, the employee’s welfare policy, employees’ living quality, engagement establishment, operating results, and corporate image communication...”

4) Change Management Communication

Innovative technologies result in rapid and dynamic changes. Every business organization must accelerate, adapt, and get ready to change to maintain the sustainability of the organization. Internal communication to employees in this regard is to ensure that employees are prepared to cope with future new work patterns or technological innovations that the organization will use to increase its efficiency.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, regarding internal communication objectives upon change management communication he made the following statement;

“...The internal communication includes the purpose of communicating in order for all employees to understand what happened to the organization, to adjust the work process, the new platform used to communicate, so that employees prepare for readiness for forthcoming changes...”

5) Work Inspirations and Conveying Organizational Culture Communication

Organization culture represents organizational identity and organizational image. The aim of internal communication to facilitate the mission, perception, and value of the employees, including employees' collaboration. They should also transfer the organizational culture to the next generation and communicate to inspire employees for self-development while working for the organization.

As part of the interview of the Chief Operating Officer of Mono Technology Public Company Limited according to work inspirations and conveying organizational culture communication, he stated that;

“...There are three main points of internal communication; 1) delivering general information, upcoming events, changes, and notification of certain regulations, 2) aiming to convey organizational cultures or thoughts, as well as to convey employees' DNA, and 3) stimulating employees' inspiration, because the executives would like to encourage good manners sometimes communication behavior to our employees in future generations...”

6) Internal Survey Collaboration Requisition for Employee's Opinions

High-level management use internal communications as an important tool for communicating the matters taking place or progress on each stage, as well as what the organization's employees are working on successfully or what was completed. This allows them to use internal communications to request cooperation from employees to cooperate with the organization's goals. So this communication is able to guide the workflow during an organizational crisis, including asking for feedback from employees to improve their work. In this manner, most organizations communicate through the Town Hall meeting including high-level management members with the organization's employees every quarter.

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, provided this information as regards internal survey collaboration requisition for employee's opinions.

“...Besides the internal communication to update any subject matters, the CEO has to communicate with the cooperation of employees working to achieve a goal such as TQA or Total Quality Award as the best employee, increasing the annual sales of oil or plant closure plans or annual turn around, as well as encourage employees to help the community...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, said;

“...The communication of the organization may include communication in regard to the participation of a different partnership to work when the company is in a crisis. We need to specify the consequences and what the employees need to do to revive the business, which this communication are performed every quarter...”

In conclusion, there are six key matters on the objectives of communicating within the organization of the leading companies in Thailand revealed by the in-depth interviews with key informants, namely 1) general information and organization direction communication, 2) communication during organizational crisis situations, 3) engagement communication, 4) change management communication, 5) work inspirations and conveying organizational culture, and 6) internal survey collaboration for employee’s opinions requisition.

4.1.2 Internal Communication Management Strategy

Analyzing the in-depth interviews with the key informants, the researcher found the information in regard to internal communication management strategy of the leading organizations in Thailand, consisted of five key elements; audience segmentation strategy, technological strategy, content strategy, context strategy, and personal or employee strategy. The researcher summarized these elements in figure 4.1.



Figure 4.1 Internal Communication Management Strategy

1) Target Audience/Customize or Audience Segmentation Strategy

Business organizations use significant strategies on internal communicate in terms of their target audience/customize or audience segmentation strategy. These include the importance of employee's information obligation, the content of the message to recipients, level of receivers, and communication approaches. Since, an organization involves different levels of employees, occupational professional, knowledge, working environment, and confidential data. Thus, the organization needs to categorize the employee's target group to provide a message or substance to the employees in each segment effectively.

In the interview with the Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, regarding audience segmentation strategy he explained;

“...A good message must be a priority that anything must be communicated in order, it must group the employees who will be the recipients. Besides, the contingency would be the last thing to consider, because some things do not need to be communicated, or if they are communicated, it may cause the confidentiality of the organization to be breached...”

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited he said:

“...The communication model of the PPTGC is based on HR practices, which are divided into three groups: 1. contents, 2. target audience, and 3. approach. They try to create contents to communicate, such as news, new initiatives and practices, engagement, and activities. So, audience segmentation is divided into levels of executives, vice president, manager, and employee, as well as divided by the working environment for plant and office. Also, the audiences are divided by ages into Gen B, Gen X, Gen Y, and Gen M. At this point, we use human touches, media, and digital media methods for our approaches...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“...We use different presentation methods depending on the audience segmentation, such as marketing communications will be targeted to the stakeholders as the customers and non-oil customers and communicate broadly to all groups of stakeholders for data absorption. Thus, the organization’s communication strategies vary to all departments. Because all employees in the company are responsible as brand ambassadors to create a good image for the company and stakeholders...”

2) Technological Strategy

The forms of internal communication has changed over time. In particular, software manufacturers and service providers attempt to accelerate the new communication capabilities of an application through mobile phones. As a result, business organizations see the advantages of developing internal communications by using technologies such as social media and mobile applications like Facebook and Line for internal communication as it is convenient, easy, and accessible. So, technological strategy usage partially helps the internal communicate to proceed quickly, and is able to receive news all the time and more efficiently than in the past.

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, provided information of technological strategy during the interview as follows;

“...In the past, we communicated through the periodical printed journal of the company, like an association activity, to help all employees to understand the situation within the organization at that time along with current Kasikorn TV. On the other hand, communication forms have changed rapidly, everything runs into mobile phone platforms. So, we developed our main platform via mobile phones to be able to stream similarly to YouTube. This is a different format that is based on different time intervals and also helps to communicate with employees at any time. Everyone in the company can watch re-run programs, on demand, and any interesting programs any time. This is what the new generation prefers...”

In the interview of the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...Previously, technology was not so advanced, the simplest communication was the top-down communication as the senior management communicated through the middle management then passed on to the manager and forwarded to the head or subordinates within a division. In contrast, once the technology has been more developed, there are a large number of applications, such as Line and Facebook. Consequently, the executives prefer use technology to communicate to employees at all levels, so that internal communication is likely faster and more efficient than in the past, although some important content might be dropped along the way...”

3) Content Strategy

The content of the communication is what makes the information more appealing, so business organizations try to learn and develop the content format to suit the employees in their organization. The communication contents are based on the

context of a presentation, such as a presentation in a subgroup meeting, publications, outcomes and performance information providing, etc. an example of content strategies is the use of video techniques, infographic formats to summarize information about numbers, including storytelling that makes the content become interesting and understandable, as well as to be suitable for employees in each target group.

The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, provided the following statements;

“...Currently, the strategies are increasingly important to gain more attention, because the number of the new generation (Gen Y) employees have risen. So, the technique of communication shall be changed from mail or posters to video presentation format with infographics to be more appealing. WE want to communicate with the new generation about “dream company workplace of choice”. Once the communication team communicates in the traditional way, they may not receive attention. When they use video or to create a story related to the employees’ concerns, it will be more appealing to employees...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, said;

“...We found an interesting point from our internal survey, that most employees do not feel it is easy get in touch with the top management team, so there is a relationship gap between them. Thus, the CEO has the intention to get in touch more with the employees and to reduce gaps hoping the employees feel closer to the executives. In the early stages, we had communication through a journal column called “Director Update” with a very formal format. Then, we changed the title of the column to “Chatting with Khun Artit” by using the CEO’s name to get rid of the gaps and become more relaxed. Most of the contents were about pieces of knowledge such as new technology, visiting a specific place like Microsoft’s office and bring in some

good material that suits the company, and gains some kind of appreciation from the employees...”

4) Context Strategy

The employees in an organization consist of a wide range of people, ages, educational levels, and operational features. The business organization copes with such diversity through context-based strategies by focusing on the working environment (back office and operational workers) and ages (Generation X or Baby Bloom). There are various methods of communication channels, such as face-to-face discussions and email, so that communication in the organization can reach all employees.

The interview concerning the context strategy of the Human Resources Director of Toyota Motor Thailand Co., Ltd. stated;

“...The context of the recipients are different and have a different context for each group. Either an executive or an employee, they have a personal computer or smartphone at work, so we have an idea that a communication strategy must be used as an email channel or through mobile phone applications. On the other hand, with the operational employees such as production lines, the context might change to face to face communication because they normally do not work with computers but with the production machinery, automotive, and manufacturing equipment...”

5) Employee Strategy

The key factor to enable communication to reach employees in the organization is the colleagues, as they are close to and trust each other. Communicating by using individual employee can lead them to become more important people to communicate with to reach targets. The organization creates an employee group through projects such as the Ambassador team, the People Champion, or the Chang Agent Group, who are responsible for providing information from senior executives or current projects to colleagues, as well as to explain issues that have to be solved and communicate with the management to improve.

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; provided information about employee internal communication strategy as follows;

“...Communication is a matter of continuity, we had a group of employees called the People’S Champion, which gathered of employees who had good attitudes and had dedicated themselves to promote a good organization’s environment in the past. These representatives have been obliged to take care of the employees’ problems through various activities, and they have been a tool to support the flow of data through this channel to allow better communication within the organization...”

In conclusion, regarding the key informants, the researcher found that the organizations divide their internal communication strategies into five key areas: 1) Audience segmentation strategy, such as level of recipients, 2) technological strategy by using social media such as Facebook and Line Application, 3) Content strategy including news, guidelines, video, and infographic contents, 4) Context strategy by considering the working environment, such as back office or operational workers and age levels of employees, such as the Generation X or Baby Bloom, and 5) Employee strategy by using some specific group of employees such as engagement groupS, Ambassador team, and People’S Champion, to communicate information within an organization.

4.1.3 Responsible Divisions for Internal Communication

After the in-depth interviews with the key informants, the researcher analyzed information on the responsible division for internal communication of Thailand’s leading organization with two points of concern; the responsible division for the internal communication and responsible division towards the internal communication auditor, as per the summary on figure 4.2.

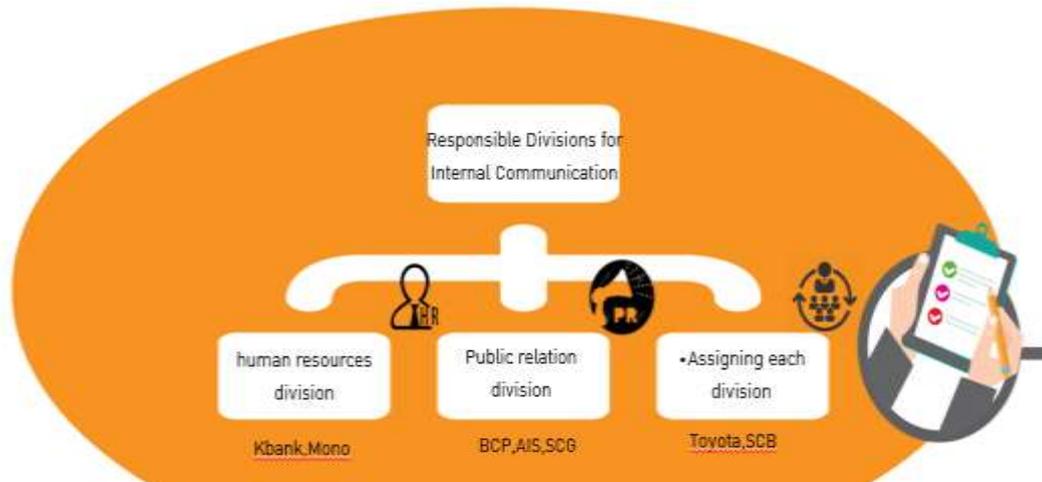


Figure 4.2 Responsible Division and Auditor toward the Internal Communication

4.1.3.1 Responsible Divisions for Internal Communication

The researcher found that the divisions responsible for organizational internal communication were the following;

1) Divisions which concern human resources supervision are responsible for communicating information that occurs within the organization or activities for employee interaction and the scope of work. Examples of companies where the Human Resources division is responsible for internal communication are Kasikorn Bank Public Company Limited., and Mono Technology Public Company Limited.

2) A public relations agency that has an internal communications division, and acts to communicate corporate information to create, assign practices for internal communications and contents for employees. The Examples where the public relations division is responsible for internal communication are Bangchak Corporation Public Company Limited, Advanced Info Service Public Company Limited, and the Siam Cement Public Company Limited.

3) Assigning each division to be responsible for internal communication when the size of an organization is quite large. Each division would focus on communicating information related to their division, such as Toyota Motor Thailand Co., Ltd. and the Siam Commercial Bank Public Company Limited.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, regarding internal communication objectives about the responsible division of internal communication he commented;

“...The CEO puts their priority on internal communication as most important. For most of the issues that relevant to the bank’s internal communications, the Human Resources division takes responsibility accordingly. We do not assign the Human Resources division to be a part of Corporate Communication, but we separate them into Corporate Relations instead, which is intended to make our employees know and understand the circumstances of the organization and interact with the employees along with employee’s commitment through things that happen...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited mentioned the following;

“...Considering the company’s level of communication, there is the main division to promote information within the company as a framework and guidelines for internal communication called the Public Relations Department or PRD. They will be used as a guide in adherence to the operation before communicating with other entities within the company, because each unit may use invalid channels or messages...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc. said;

“...Most of AIS’s employees are highly loyal to the organization. Therefore, when it is necessary to communicate, it is not clear that it is a duty, but the main responsible unit is the Internal Communication unit. Also, the PR team

will design and create contents with the intention to have the same understanding for all employees. Then the PR team will pass the contents to the human resources division, which distributes the messages. This is a process of the collaboration between PR and HR teams...”

In the interview with the CEO of Mono Technology Public Company Limited, he mentioned;

“...The PR team would take action, once we would like to communicate about notifications and ideas about work. In case we want to deliver a motivating message or inspiration to work, thinking method, and operational approaches, the Human Resources team would be the responsible division. Thus, there are two divisions associated with our internal communication...”

The Associate Director OF Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, said;

“...SCG might be different from others, in which there are many affiliates companies. We have three business units as per the main unit, chemical packaging unit, and raw materials unit. Each business unit has an internal communication team responsible for communicating with the business unit. However, the main unit as the center has a team called the Macro to be viewed in the company’s overview and policies that will be plugged in together. Also, they have to focus on communicating corporate messages to support or respond to various business missions, which causes communication not to overlap...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He remarked;

“...We are a large scale of organization, and divided into three major functions; administration, marketing, and manufacturing. So each function has the necessary information to communicate with the employees with the responsibility to maintain the communication of each function. Also, they have to manage their data distribution, because we need all employees to have the same perception...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, said;

“...Content communication must be clear, the messages consist of keywords and provide details to those who respond to the inquiries, which causes the communication to be clear. Communication is a matter for all agencies that are responsible directly to communicate theirs and corporate image...”

4.1.3.2 Responsible Division towards the Internal Communication Auditor

An agency responsible for monitoring and controlling the information in the communication is the auditor, for it is important to monitor and moderate message contents as accurate and clear. To prevent incorrect information from reaching employees within the organization and to people outside the organization each business organization uses a different agency, such as;

1) Human Resources department or HR, such as Kasikornbank Public Company Limited is responsible for validating organizational information.

2) Public Relations department or PR, such as Bangchak Corporation Public Company Limited which has the main function to monitor the corporate identity of an internal organization division and the content that each division needs to communicate.

3) The executives in each division as the auditor, such as Toyota Motors Thailand Co., Ltd., PTT Global Chemical Public Company Limited, and The Siam Commercial Bank Public Company Limited. Their main function is to

prevent the posting of undesirable messages to the organization, data leakage, and determining the impact of stakeholders related to communication.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, regarding internal communication objectives upon the responsible division towards the internal communication auditor, he explained;

“...We have a communication agency to deliver messages to the entire organization. The Human Resources division is responsible for these matters, they monitor our contents and ensure that the contents can be published. Also, the contents must be communicated to all employees and always supply the correct information...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. he said;

“...During the last five years, we have been focusing on risk management and emphasizing the problem of information leakage, such as new car models launching. As social media are very influential nowadays, employees may post the image on social media unintentionally and cause an information leak, so the head or executives must be responsible for tracking, monitoring, and supervising the staff of communication, as well as to take the responsibility for organization information...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited made the following statements in his in-depth interview;

“...Every division is responsible for internal communication auditing. Our Public Relations division shall ensure that the corporate identity of the organization is monitored properly. Communications in each division must be

reviewed and approved by a supervisor, then the messages can be communicated through the company's channels..."

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited, he said;

"...We have not controlled the use of media or any IT aspects like some foreign companies to issue the rules of prohibited use of the company's email name account to sign up or register to social media. We have a standard of control to filter the information, such that the executives in each division will call their employees to be more able to improve their attitude over disciplinary action as a preventive. This might be difficult, however, we will use the intervention measures to communicate the issues that employees should be aware of using social media instead..."

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, commented;

"...Communication takes place during normal or crisis situations. The agency will take into account the stakeholders which are the most important to be able to determine which authority is responsible for communicating and to communicate via any channel such as a newsletter, intranet, SMS, or Line Application to provide clear and accurate communication..."

The in-depth interviews with the key informants confirmed that the agency responsible for internal communicating and for monitoring the information of Thailand's leading companies are assigned to the Human Resources department or HR and the Public Relations department or PR.

4.1.4 Internal Communication Format

After analyzing the in-depth interviews, the data concerning the form of internal communication in leading organizations of Thailand was divided into two issues: formal and informal communication as per the summary in figure 4.3.

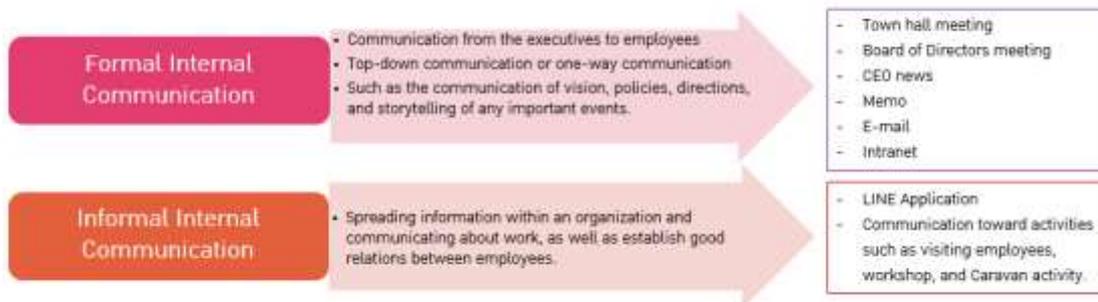


Figure 4.3 Internal Communication Format in Organizations

4.1.4.1 Formal Internal Communication

Formal communication is established through the structure of the organization and transferred via the line of command. The main objective is to enable the executives to communicate with employees. Most of the messages are top-down or one-way communication, such as the communication of policies, vision, direction of work, important events that occurred or will occur, changes in the organization, progress reports of projects, business operation results reports each quarter, and requests for cooperation from all the employees. It also includes the communication of important matters. Most business organizations use forms of formal communication such as Town Hall Meetings, Board committee meetings, and Messages from the ceo, memo, and other notices.

As for general work information or guidelines such as rules, regulations, leave-taking, days-off, etc., business organizations mainly use informal communication such as emails, announcements, bulletins, and the intranet. In order to ensure that urgent information such as strikes, sedition, outbreak of diseases, and natural disasters, remain in the system so employees can search for them afterwards, business organizations use formal communication such as SMS or announcements

through social media so that the information reaches employees quickly and clearly. Whether the communication will be formal or informal depends on the context and the content that an organization wishes to communicate.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited, he said;

“...Each work line receives the communication through the Town Hall, an informal communication. This is a dialogue from work-line level to all employees. The message can contain Human Resource issues for every work line. Town Hall meetings occurs around four times a year or once a quarter, at least. The discussion is not formal though...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited commented;

“...THE CEO and The President also communicate to each work group. The CEO focuses on top-down communication through The “Meet You Once a Year” program on Kasikorn TV to communicate to all the employees in the bank so they may know of major events that will happen. Other stories are also communicated, as well as the operational performance of the bank. This includes communicating about policies through Town Hall meetings, divided into work lines. The examples are communicating about work direction, figures, or operation results in various areas. The frequency of communication differs. Whether it will be once a month or once a quarter depends on the manager of each work line. The level of formality also depends on the content to be communicated.

“...Formal communication, for employees, we mainly use e-mail. We also have a central system but the bank is about to stop using it because it is limited; it can only be used in the bank. I mean “Lotus Notes”, the old system we used in communicating about things such as restructuring organization or appointing employees. Other traditional forms of formal communication also exist, such as annual reports, minutes of meetings, bulletin boards, or orders.

When we moved to the new platform, the employees can see the information in digital mode. The good thing is that they can access the information anywhere, anytime...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“..Our CEO focuses on formal communication, rather one-way communication, because Thai people don’t like to ask questions during meetings. For example, there is the BCP Town Hall in which CEO and the executives’ team meet up with the employees on several occasions each quarter to inform them about the direction of work or status of projects or other important events they need to communicate. They also ask for cooperation from the employees, such as doing surveys on the satisfaction of employees toward the organization, or the TQA.”

The Associate Director Enterprise Brand Communications-Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited remarked;

“...As for formal internal communication that we use, the CEO communicates the policy and vision from the top to the bottom through meetings or the Town Hall to more than 50,000 employees so that they can understand what the organization is doing. For general matters, the CEO deploys authority to lower-level managers to communicate with the employees. Feedback from employees can be sent back to the executives or the heads of department. Our communication team has an important role in making channels or tools of communication easy to communicate and easy to understand. For example, we do video clips, make PowerPoint presentations or Leaflets...”

The Chief of Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc said;

“...For communication in formal way, our company has committee meetings or sending of CEO messages. It is one-way communication. AIS does not have a specific or fixed form but it depends on the content of the message. For example, if it’s about routine work, they will issue notices or announcements. But for matters that need clear understanding, the managerial team will separately communicate to their own members of the work unit. PR has tools with detailed information, including Town Hall meetings with the CEO and the executives, and weekly meetings...”

The Chief Operating Officer of Mono Technology Public Company Limited, mentioned that;

“...As for communication or talking about rules and regulation, system and method of work, asking for cooperation, or informing about changes inside the company, we use formal communication. The wording must be formal, clear, and easy to understand so that all the employees have the same understanding. This can be communicated through the company’s e-mail and Facebook, and bulletin boards in different areas. For urgent matters, we need to use SMS as another channel.”

The Human Resources Director of Toyota Motor Thailand Co., Ltd said;

“...There are many channels of communication in the company. Nowadays, I feel that each target group needs different channels or methods of communication. No fixed way is good for all groups of employees. For companywide, formal communication can be internal e-mail, face-to-face meetings, internal talk or event. There are so many ways, both formal and

informal...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited explained;

“...In the past, internal communication came from the heads of department. They were about directions, strategies, or other information in top-down communication, using tools of the bank such as board meetings once a quarter and team meetings once a week. Also, general information or activities that the work unit has done, such as CSR activities, are communicated through the intranet and e-mails about documents, announcements, rules and regulations.”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, said;

“...For internal communication, if it’s about day-to-day work, most will be done through e-mail and intranet. But in case of an emergency or urgent matters, the company may use SMS. Today, we also have social media channels such as Facebook. This makes communication faster and easier...”

4.1.4.2 Informal Internal Communication

There is no fixed structure for informal internal communication. The purpose of this format of communication is to spread information within an organization and communicating about work, as well as establish good relations between employees. The channels most popular among today’s leading organizations are Line Application, communicating through activities such as visiting employees, workshops, and Caravan activity. Informal communication reduces gaps and increases contact between employees. After processing of the results of in-depth interviews with informants, the data about the forms of internal communication in leading organizations of Thailand was divided into two topics, as follows.

1) Communicating through Line Application

Communication through Line Application has played a significant role in Thai society for communicating between family members and friends. It is also used at work because it can be both individual communication and group communication. This application is easy to use and can support pictures, video files, audio files, and stickers. Its advantages are that it is fast, effective, and can be used in creating groups for working together. Employees can receive the information at the same time; thus, it reduces communication gaps and build closer relationship between supervisors and employees in each work unit.

In the interview of the Vice President HR Management of PTT Global Chemical Public Company Limited he said;

“...For informal communication, Line became a common practice. Employees set up many Line groups to use as a communication channel between the members of their groups. For example, Crisis Group for adults and BCP Group (Business Continue Process) were set up to communicate during crisis. Each group shares useful information. Sometimes they set up Line groups for activities or projects. Line is well-accepted and widely used in many organizations. It helps to establish effective communication...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, also said;

“...Naturally, Line has gained an important role at work. Line and Facebook are a mixture of work life and personal life. It can function like a tool for telephone discussion, but the good thing is that the users can type and talk to many people at the same time. When you want to discuss to colleagues about a matter, you can just set up a Line group for it, and then continue typing to one another instead of talking on the phone. This can be done in different groups and it became an informal channel of communication. The content discussed can be both formal and informal. For example, we can use it to find out how your friend or your brother or sister is doing. You can also use it to follow up

on a project and to give orders. It helps build up engagement...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...If it’s a matter that relates directly to each work unit or department, communication through Line can inform everyone in that department. It can be used to invite your peers to do an activity. It’s not a very formal way of communication, usually free style and focusing on entertainment so that the employees can relax. However, we must not use it to damage our company’s reputation. We can talk about new products or services, giving inspiration for employees in the organization by interviewing a successful employee and his or her story through Info Graphic...well, or you can just use it to ask your colleague to play basketball...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited explained;

“...Recently, the popular way to communicate is Line Application. I think that it’s an informal channel of communication. Now our employees have Line group for communicating during work. There are many groups, such as management, board of directors, business unit managers, and minor groups of those who activities together such as CoPs Group. Line is an informal tool for communication but it’s effective because it’s fast...”

The First Executive Vice President and Dean of the SCB Academy of the Siam Commercial Bank Public Company Limited, said similarly;

“...There are many ways for informal communication. For instance, The CEO Forum where CEO talks to the employees is an informal communication. The talk is not strict and does not have many formalities. The head of each

department talking to his own team is also an informal communication. Well, but the most popular way so far is Line Application. When there is committee meeting or new activities being arranged, the members will set up a Line Group to communicate with each other...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, commented;

“...Informal communication of SCG is probably similar to that of other companies. We can communicate through e-mail, intranet, and Line. As for Line, employees create a Line group to communicate within their group. It enables the communication to be easy and casual. One can type any message right away. The CEO also sent his messages through Line because all employees can call or video connect from wherever they are. However, we have to consider the issue of privacy too...”

2) Communication by Activity

This is a form of informal communication that connects and creates better access for employees in a business organization. Examples are visiting employees, workshops, and Caravan activity. Communication through these channels reduces formality and allows the information to directly reach the employees, making them feel closer to the organization and entertaining them. The main content may be added into the activity so that it is easy for employees to remember and tell others about it.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited he remarked;

“...We tell the message we want to communicate on activity days. For example, A Way Day asks each work group to do an outside activity so that the employees can communicate, connect, and informally understand the direction of the company. We can bring the matter of Routine Mindset Project on the subject of changing organizational culture to tell them on the activity

day. We can also communicate through clubs where the members of the clubs will be informed of the message and be ready to tell other employees...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. he stated;

“...For informal forms of communication, there are Caravan of activities, workshop...we even have Pretty to join our activities. These are informal ways of communication. Today everyone’s smartphone allows easy access through Line Application, which we all use to talk or communicate within a group. However, TOYOTA has more than 16,000 people so there is a limitation; we can’t communicate to everyone through Line. Anyway, we have designed another application similar to Line group that everyone can access...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; explained that;

“...If the communication is done through formal channels, there will not be feedback. Arranging an activity or using combined channels of communication may be more effective. For example, we launched a Wellness Program so that the employees learn to care more about their health. Our CEO is the presenter himself. He is someone who is good at persuading employees to join an activity. Our activity begins with Town Hall meetings in which the CEO will give a talk. Then the training will open up and there are doctors who come to give lectures about health. We also use posters or Standee to inform the employees about such activities so they may participate...”

Therefore, according to the informants, there are two formats of internal communication in leading organizations of Thailand. One is formal communication such as Town Hall meetings, e-mail, all levels of meeting, the

intranet, memos, announcements, and bulletin boards, including SMS. The other one is informal communication such as (1) Line Application and Facebook, and (2) activities like executives visiting employees at work, arranging workshops, and Caravan activity.

4.1.5 Principles for Considering the Message or Content for Internal Communication

The accuracy of message and content used in internal communication is very important. If employees receive the wrong message, they will have the wrong understanding that can lead to mistakes in their work. Business organizations establish criteria in considering the content or messages related to the accuracy and the form of content, and appropriateness of communication channels. In formal communication, most organizations establish teams and procedures for checking the content such as an Internal Communication Team, Human Resource Team, or a Management Team. For organizations that do not have specific teams for this, they check the content along the way while it is passed up from the subordinates to the superiors or they send the content to be checked by a specific work unit directly responsible to help make it accurate, easy to understand and using A channel of communication suitable for the employees. After processing the results from in-depth interview with the informants, the information about how to consider the content or the messages for internal communication in leading organizations of Thailand is summarized in figure 4.4.

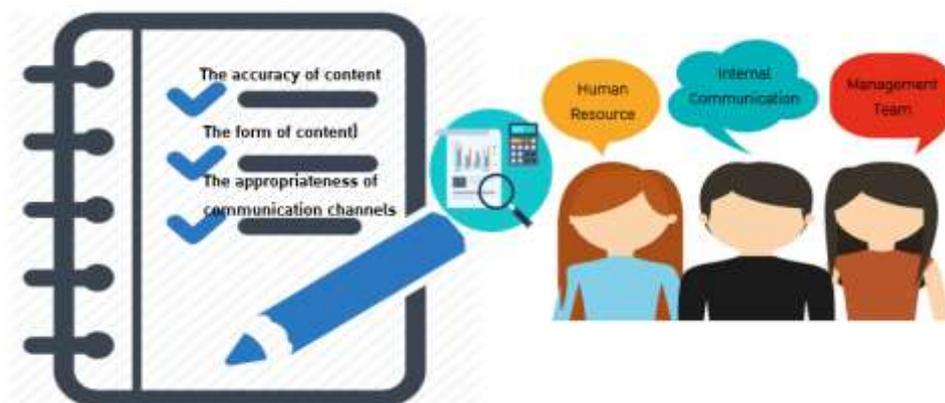


Figure 4.4 Criteria and Work Units for Considering the Content/Messages in Internal Communication

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, regarding principles for considering the message or content for internal communication, he stated;

“...For news about products or activities, we at Human Resources have our guideline for considering the content. The executives give the employees the responsibility to consider the communication. If the employees feel there are some risks or are unsure about the message, they will pass IT up along the line of command for the executives to reconsider. They begin from the Heads of the department and then pass on to the Human Resource Department, which mostly considers the form or the writing techniques. For example, if we want to communicate entertainment or emotions, the message must not be too stiff or dull. However, if it’s about rules or regulations or e-documents, news about schedules, types of form or approval form, the content must be formal...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; said that;

“When there is a need for formal communication, our Internal Communication Team would invite the Management Team for a meeting to refine the message and check whether the message is to be communicated to which group or which level of employees, how the message is to be accessed, and which channel should be used, in order to ensure effectiveness of communication. The executives insist that our team must look through messages of complaint on Facebook, which is an online media that has the potential to cause negative effects for the organization.”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited stated;

“...If it is an official communication or on behalf of the bank, our internal communication team is responsible in checking the content before it is communicated in all cases. We have this process before we release the message to the public. If any work unit wishes to communicate a message or content, it will be sent to the internal communication team to consider and refine in order to ensure that the information is consistent with the understanding of the receiver or the goals that one wishes to communicate. We also have to check the accuracy of the message or the content before it is communicated to the employees of the bank...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited explained;

“...Our bank has an Internal Communication Team, whose main responsibility is to check news and information that is being communicated within the organization. Nevertheless, for communicating within a work unit, when the media is ready, the work unit may pass it on to Internal Communication Team to recheck the accuracy of the data...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He said;

“...We have many levels of internal communication, including the communication of confidential information and general information. The executives are responsible for controlling the content and all the methods before it is communicated from the work unit in order to ensure accuracy. This is a “must” for the department sending the information because they will have to be responsible in case the information causes damage...”

Therefore, according to the informants, the principles of considering the message or the content for internal communication in leading organizations of Thailand are: considering through the command line, from the subordinates to the

manager of one's own work unit, directly sending to the work unit directly responsible for this matter. The criteria for consideration are accuracy of content and form, as well as appropriate channels of communication.

4.1.6 Direction of Communication

After processing the results of the interviews, it was found that there are three types of direction of communication in leading organizations of Thailand: 1) Top-down communication, 2) Down-Top Communication, and 3) Horizontal communication. The results are summarized in figure 4.5.

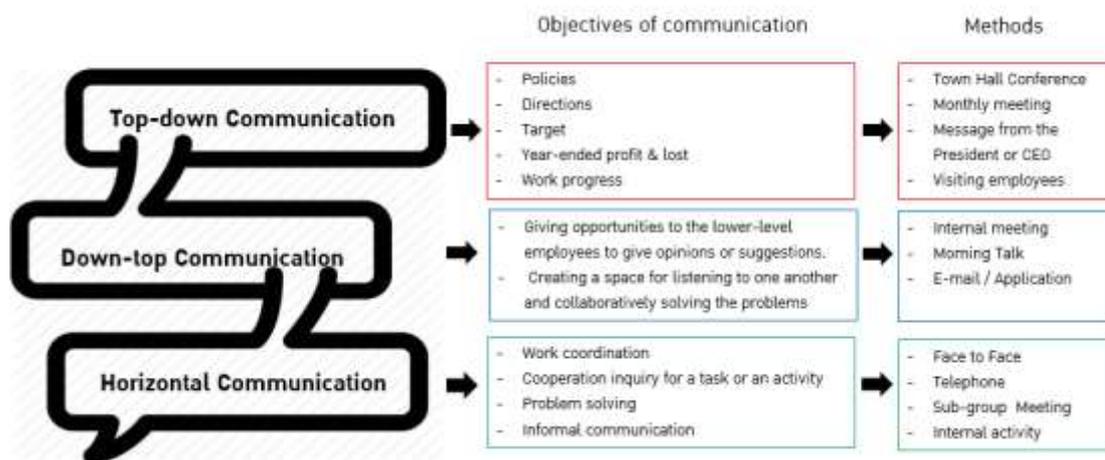


Figure 4.5 Direction of Internal Communication

4.1.6.1 Top-down Communication

Top-down communication in organizations is communication from the executives to the subordinates. It is the method mostly used by leading organizations of Thailand. The purpose of this direction of communication is to inform the employees about the policies of the company, direction of work, targets, results of business operations, methods of work, and to follow up work progress. Top-down communication is usually done through a Town Hall Conference, monthly meetings, Messages from the President or CEO, visiting employees at work, and other significant occasions. The results were that the subordinates understand the direction

of work and there is a better relationship between the executives and lower-level employees.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited he said;

“...The executives communicate the policies to the managers or the departments through Town Hall meetings, at least once in a quarter. After that the managers or the department heads would transfer the information to the employees through weekly or bi-weekly meetings. All these meetings are mostly two-way communication so that there would be feedback from the employees for the managers to find solutions...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...Mostly these are about news and the directions of work. Communication about the direction of work is usually top-down. Since our company originated from entrepreneurship and we are family-centric, most of the communication in terms of dialogue are top-down. The executives talk to the employees in significant or special occasions, such as CEO’S summarizing and informing the employees about the operating results for the last year before wishing them Happy New Year...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He stated;

“...In reality, there are many directions of communication, both horizontal and vertical. Mostly we use top-down communication because the content to be communicated is about the company’s policy, The direction of work, or business information, which directly comes from the executives...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited in his interview said;

“...The direction of executive-level communication, we call it management committee meeting or MANCOM, a stage where the executives use for meeting every week. It focuses on discussion and communicating about policy follow-up and implementation. Here, the executives talk and express their opinions about problems or obstacles that happened to the implemented policies in each project that might cause success or failure to the project management. The guidance or opinions received from the meeting will be transferred to the employees. I think that this leads to the development of a better communication system in each department...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc explained that;

“...AIS is a rather open society, so the direction of the committee board and the executives focus on the transformation of the organization. The important thing is that our executives are not living in an ivory tower. They are down on the ground with the employees. In day-to-day activities, we can see the executives giving details to the employees. In some work lines, there is T-talk, in which they discuss with the new-generation employees. This is a picture that our company wants to see. We want to see transformation. That’s why we need to let the employees know that the executives are willing to listen to them anywhere any time...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited said;

“...So far, most of them are messages from the CEO, which was communicated to all the employees. We try to communicate about the direction of work, asking them for collaboration which will help the bank to grow sustainably. We also give them information to assure them about things such as safety and welfare policies, as well as saying thank you and encouraging them. Mostly it IS communication about specific events...”

4.1.6.2 Down-Top Communication

Down-Top internal communication is a message from the subordinates to the superiors. The purpose of this direction of communication is to give opportunities to the lower-level employees to give opinions or suggestions, to create a space for listening to one another and collaboratively solving the problems or obstacles at work. Down-Top communication is usually done through meetings or morning talks. The channels for directly communicating with the executives are e-mail or a specifically-created Application that is used to send beneficial information to the executives. Leading organizations in Thailand have a tendency to have more Down-Top communication because it helps the executives to be informed and understand more about the problems in the organization; consequently, they can use such information to improve or promote the performance of employees and create more relaxed feelings between executives and employees.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said re down-top Communication:

“...Our bank gives importance to sending the opinions of our operational employees to the superiors or the executives. We focus on sharing opinions appropriately through communication channels provided by the bank. For example, there are monthly meetings in each work unit, satisfaction and engagement surveys. The opinions and suggestions of the employees will be used in necessary improvement...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited made the following statement;

“...If we look back, Down-Top communication is done through methods such as division meetings, department meetings, work line meetings or business unit meetings. It takes problems or issues from the operational employees to the superiors. It gives the employees the chance to do so through these channels. It means that when they have any work problems, they can discuss with their boss and take that information up to the higher level...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., He stated;

“...For Toyota, communication is very important. It is one of Toyota Way Values called Respect for People. The communication between the superiors and the employees happens every day. In The non-production line, we call it Morning Talk. In production line, we call it AZAKAI, which is a Japanese word that means talking every day. The purpose is to check attendance, an indirect way to find out whether each employee is already at work or not. It can also be used to share about what highlighted tasks our team needs to work on that week. The employees can also inform their bosses about problems or obstacles from work, so that they may solve the problems together...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited said;

“...Our bank has People Talk Program or Email Ceo.SCB, which is a communication channel that our employees can express their opinions or give suggestions to the executives directly. The CEO reads and replies to all emails. Executive-level employees can meet directly with the CEO. Heads of

Department can go to the Town Hall. For the branch-level, there are monthly Morning Talks. Branch managers and district managers have regular network meetings so the employees can send their messages through district managers...”

The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited said that;

“...Communication from the employees is a powerful voice that makes the executives or the managers be informed or aware of problems and obstacles at work, as well as the direction of work. Our company provides many communication channels for the employees, such as CEO Corner, A Five-Minute Conversation in each work unit, Suggestion box, broadcasting program, monthly meetings, as well as the Executive Meeting Employee Project. These are to give chances for meeting and intimate discussion between them so that they are informed of the nature of the problems. It also creates a more relaxed atmosphere between the employees, and the executives...”

4.1.6.3 Horizontal Communication

Horizontal communication is the communication between employees of the same level in the same work line or across work lines. The purposes are to discuss or coordinate about work, ask for cooperation for a task or an activity, and solve problems. This kind of communication is informal. It was found that leading organizations in Thailand use horizontal communication such as face-to-face conversations, phone conversations, sub-meetings, or activities in the organization. It leads to better understanding between the employees in the same work line or across work lines.

In the interview with the Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, regarding horizontal Communication;

“...For horizontal communication, I think we use a lot of cross-function communication because internal communication is often problematic, so face-to-face talking is a key success factor for the organization, especially on matters related to work or welfare of employees. Communication can't only be done by using tools such as E-mail or Line. Sometimes they're not enough to make your message understood. It's not a complete answer...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited explained;

“...Our horizontal communication is divided into two categories, since our bank has employees in the back office and employees in each branch. For the back office, the communication is done through regular meetings, e-mail, Line, intranet, mobile phones, and face-to-face talk. The branch, which needs to communicate with customers, we have Morning Talk before opening our office every day. The communication is not about problems, but important news for that day or about the products of the bank, so that everyone has the same understanding when we provide services...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He said;

“...Horizontal communication includes channels like e-mail or general information that is spread to the entire organization. News and information in one work unit which has effects on other work units can be shared through e-mails, bulletin boards, or activities...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...It is communication to let the colleagues in other parts of the organization know about work-related information. This includes arranging an activity and asking others to enjoy it together. We also produce announcements or communicate through Facebook. Sometimes our HR team makes road-show announcements by walking around the office in fancy dress with a speaker in their hands...”

Through the above comments, the informants told the researcher that the direction of internal communication in leading organizations of Thailand can be summarized into three types: 1) Top-down communication is done by meetings, Messages from the CEO, or visiting employees at work. The purpose is to communicate the company’s policy and direction of work; 2) Down-Top communication is done by internal meetings in each work unit or using communication channels provided by the organization such as Morning Talk or e-mail. The purpose of this direction is to give the employees the opportunities to share their opinions and talk about their problems, and 3) horizontal communication, which includes face-to-face talk, sub-meetings, or activities. The main purpose is to ask for cooperation, to discuss work-related matter, and to arrange an activity.

4.1.7 Innovative Channels of Communication for Internal Communication Management

Modern business organizations try to use technological invention as channels of communication between employees or apply them at work. These channels, which are developed by the organizations, can be used through mobile phones, so it is convenient and accessible anywhere any time. As a result, it makes internal communication effective. Innovative channels of communication in each organization are programs developed to be suitable with user’s behavior and characteristics of usage. For example, SCB Connect which can be used in speaking and posting

messages, software such as Yammer program for gathering people to do activities, Microsoft Office 365 for daily work, and Sli.do which is suitable for asking questions at meetings.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...The executives want the discussion and collaborative work of the employees to happen in digital form. The new platform that we’re going to use is better than Line. Our bank is during the period of roll out or piloting it. This platform is not only used for chatting, but it can also categorize groups for a project and open chat rooms for a virtual team. They will be able to discuss and share information in the form of audio and picture files, video conferences, and meetings where the employees can have more experience of using the platform...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“...As for the tools used to add more channels of communication, there are intranet, e-mail, Outlook program, and Yammer program. I admit that during the past five years, social media have great effects on receiving news and information through these channels. Behaviors of Generation X and Generation Y employees tend to prefer modern communication tools for communicating with their peers, with employees in the same work unit, and even with the superiors...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, explained;

“Now our bank is in the process of launching Microsoft Office 365” and SCB Connect to be used as an internal communication channel. In the past, we have SCB Space, a platform similar to Facebook where employees could post messages. Today we have social media like Facebook so the employees use that

channel instead. SCB Connect has a platform similar to Line but cannot be used in online chatting. It failed to receive acceptance from the employees because most of them still use Line. They need an application that can be used in personal matters and at work with the bank, all In One...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; commented;

“...One thing that AIS is in the process of designing and developing is a program between work and external parties. We do this to increase the number of internal communication channels. Creating such an application can make internal communication in AIS become faster and it is One Singer system, in which everything can be done by using only one program...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, said;

“...The innovation we use for communicating or meeting are programs such as Skype, AYAYA, or PolyCom. They are connected so that work will be easier and more effective. In case of asking questions during the meeting, we use Sli.do Application to send questions to the CEO. It enables questions to be answered right away during a Town Hall meeting. All of these channels make communication more efficient...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He remarked;

“...For Hardware, Toyota is like any other organizations. However, innovation and technology projects that are going to happen in HR is the development of a welfare Application. If the employees have questions about their welfare, they can search for answer in their Smartphone...”

Therefore, according to the informants, innovative channels for internal communication management in most organizations today are developed by the organizations themselves to suit their employees. Some organizations also used software programs that employees can access through their mobile phones. Since mobiles are accessible anywhere any time, there is more convenience in using the program and, consequently, internal communication becomes more effective.

4.1.8 Results from Using Modern Technology Channels of Communication

The executive of a work unit directly responsible in this area must consider the results of using modern media channels of communication carefully because they can be a double-edge sword. If it suits the behaviors of the employees in the organization, there will be positive results such as more accessible, more convenient, and faster communication, employees receiving information equally, performance being more efficient, new forms of interaction occurring, more employee engagement, and development of new stories or concepts of the organization. However, there may also be negative results from using modern channels of communication, such as the inability to separate personal issues from work while using social media and lack of media literacy. After processing the data gained from interviewing the informants, the researcher found the following results of using modern media channels of communication in leading Thai organizations.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited, regarding results from using modern technology channels of communication, he said;

“...The advantages of communication by using social media is that it’s fast and up to date. When someone posts a message, everyone will see it at the same time. But the disadvantage is that someone can dominate a group. For example, if a group has 10-20 members, only one person is the dominator...”

The Chief Operating Officer of Mono Technology Public Company Limited, also mentioned that;

“...If we use Line, it will be more convenient and faster than using e-mail. Today people use Line more than e-mail in every occasion to talk, give orderS, or report data. But it has a disadvantage because it disturbs the privacy or personal time of employees. When a boss gives an order to his or her group and the message was read but none of the subordinates has acted, the boss might accuse them as being inattentive to the order...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, commented;

“...setting Line Group or Whatsapp for communicating daily assignments for each task. It is the easiest and fastest way of communication because you share the information only one time, but everyone in your group receives it together at the same time. Line program on mobile phones that everyone carries makes it easy to read messages and communicate. However, a caution is that we should use this way only for unofficial communication. We should not post any confidential messages or important information of the organization...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., he said;

“...The development of a welfare application that can be used on the smartphone will allow the employees to search for the information they want without calling the HR team or logging into the system to see a document. This makes the search become easier and faster than in the past. It also reduces the burden of HR in answering questions or inquiries from the employees...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, added;

“...Since the emails received and sent everyday are in a large number, sometimes the employees may forget to read them. Besides that, new generation of employees only pay attention to what they’re interested in, so the executives need to find a new way that will lead to self-control and content creation and checking. That’s why they develop Kbank- K workplace for all the employees in every work line can build a community and share interesting stories. Everyone can create the content by themselves. This is different from the past where stories had to be written in the form of news and sent to the central corporate team first...”

“...New channels of communication create virtual teams. For example, at the beginning of the project that had the goal of adjusting the structure of a division to relieve bottle-neck congestion operation involved many work units. Therefore, when the project kicked off, there was a meeting between Organization Design (OD) team, HR partnership team, product manager team, and The internal communication team to establish the time line and specific objectives of the project. After that we open up virtual project teams through mobile phones. Everyone who was part of the project was invited into the group. When there is progress, we can update the information in the group right away. If one member of the team wants to correct the information, they can do so at once. All of the team members see the same set of information and they don’t have to wait until meeting time. This leads to instant interaction and work can progress faster...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; said that;

“...Our Company is developing social networks to be used as a channel and a tool such as Wisher Pro in which the employees see something not right or feel uncomfortable about something, they can voice their complaint or dissatisfaction. We also have a team that follows up the feedback from employees. When there are these channels, the employees will have proper tools to reduce their anxieties, resulting in higher employee engagement...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, explained;

“...Idea Café is an innovation office that derived from the fact that employees have new ideas but don't know where to share them. So the CEO developed an innovation office, a place that is open for new ideas from employees. Ideas can be sent through this channel so that the team can refine them. If an idea is interesting and practical, we will put it into practice. This is a way ideas can be developed further until it can be used in reality. It also helps the coordination between work units. So far, there have been a lot of new ideas sent in from employees. So we think it's successful...”

Therefore the results of using modern media channels of communication in leading Thai organizations show that the advantages are speed, convenience, performance efficiency, virtual teams, new forms of interaction, employee engagement, and new stories or new ideas development, while the disadvantages are the inability to separate personal issues from work issues in using social media.

4.1.9 Consideration of the Quality of Media Used in Internal Communication

The consideration of the quality of the media used for communication within leading organizations of Thailand is described in terms of media quality checking. The assessment of the quality of such media will help responsible persons to be informed of how effective or efficient the media used for communicating within the organization are. Each organization has its own criteria for media quality

consideration. This also depends on which media is selected to be used in the organization. The principles for considering the quality of media include PDCA (Plan Do Check Action). It also considers the Return on Investment (ROI), results from the survey related to opinions of employees or users, and the work unit responsible in the media project. According to the data from the in-depth interview of the informants, the details about the consideration of the quality of the media used in internal communication in leading organizations of Thailand are as follows:

The statements below are a part of the interview with The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, regarding view of the quality of media used in internal communication;

“...SCG conducts PDCA or Plan Do Check Action all the time. We use tools that our organization uses and received positive feedback today. But that doesn't mean this tool will be effective in the future. That's why related work units have to regularly check if the tool or the channel used is still effective. If it's not, then we need to review its usage to ensure that we have the most appropriate tool...”

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. stated;

“...For work units and the executives, before mobile applications were used as a communication tool, they had to make a thorough analysis during the development process because creating an application is an investment so we must consider the ROI, finding out how much benefits it would bring, and whether it was efficient, practical in real communication, and whether the communication through this app is effective. Content is another matter. We need to check if it's attractive. The managers in each work unit conduct the assessment by themselves before deciding whether to use it. They have to assess the app after use to find out if it was successful and is responding to the objectives required by the management...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“...Our Company has a follow-up system, a survey with employees who use the program. This will be the information that we use for considering the results of communication. If it's not successful, the responsible work unit will find a new method or measure that will help the employees to use it more regularly. But if that effort is also unsuccessful, we might consider stopping to use it...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, commented;

“...Our bank used to have SCB Live, which is similar to Line Application, but it was a closed group. This seemed like a good idea but after testing it with the employees, it showed some weaknesses that needed further modification. Besides that, most employees communicated through Line, a more effective channel. That's why further development was postponed. The one who decides whether to continue or to stop using IT is the Project Manager of the Innovation Team who was the developer of this application for users. The criteria for considering was the number of users, which was low...”

Therefore, the data gained from the informants about the consideration of communication media quality in leading organizations of Thailand consists of two principles: PDCA (Plan Do Check Action) and ROI (Return on Investment). This can be done through conducting surveys with the employees or users of the system, and the work unit responsible for that particular media project.

4.1.10 Factors that Support/Promote Effective and Efficient Internal Communication

After processing the information gained from in-depth interview with the informants, the researcher summarized the major factors that support or promote effective and efficient internal communication into four points 1) Sender, 2) Message/Content, 3) Channel of communication, and 4) Receiver or Target group. The result is shown in figure 4.6.



Figure 4.6 Major Factors that Support Effective and Efficient Internal Communication

1) Sender

The sender has an important role in the process of communication. They initiate the presentation of news and information of the organization to the receiver to create awareness and understanding of this information. In doing so, the sender must consider elements in the context such as content or messages to be presented, selection of communication channels, and the selection of target groups. The factors that can create effective internal communication for the sender are: clear understanding the whole communication process, communication channels, and receiver/target group, creating refreshing experience of communication through the use of new forms of communication to make the content more interesting, the credibility of sender, and the use of employees as Brand Ambassadors.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, regarding factors that support/promote effective and efficient internal communication by the sender, he said;

“...The major tasks of the internal communication team used to be establishing criteria or conditions, checking whether the content should be communicated, which style of content is good and which is not, now we have to develop the employees in each work line so that they are able to create events and design new experiences for communication, so that they can produce the content by themselves and check whether the content reaches the receiver, including the flow of content through the layer of commands...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned;

“...For this organization, if it's about rules or strict matters or something to take action, the executives will communicate to the employees himself. That's his personality. The employees will have awareness that will lead to practice. The management team analyzes the matter by sending similar messages, but from the executives and the supervisors, the results on the practice was different...”

The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, stated;

“...Internal communication is very important. That's why SCG focuses on people. Employees are good Brand Ambassadors. When we foster the organization culture through them, the communication will flow easily because the employees are the ones who create and protect the brand. People have emotions and feelings; they would rather transfer their experience than information only. So, the factor that can make internal communication

successful is the employees. Tools are only the equipment we use in communication...”

The Vice President HR Management of PTT Global Chemical Public Company Limited, explained;

“...Many times when we send an email on behalf of other work units, such as HR News or PRD news, some employees would reply to it without even reading it first. This depends on the mindset of each person. So the HR team adjusted its strategy by sending the information to The HR manager of each business unit. Then the HR managers would send it under their names. That made the employees become interested in reading it. Therefore, the sender has to understand how to make a story accessible to employees...”

2) Message or Content

Message or Content is a part of communication process. It consists of stories that the sender wishes to transfer to the receiver. Content varies in forms, such as text, picture, or video clips. Message or Content that will enable effective communication should be interesting, easy to understand, appropriate for the target group, using language suitable for the target group, and used combined techniques in communication.

In the interview with the The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, he observed;

“...As for the approach or what method or tools that can be used to access the employees, it can differ. The appropriate content uses pictures more than text because it'll help the employee understand more easily and it's not boring. That's why the sender must understand and keep improving the content for future generations. However, if it's a formal announcement, such as interest rates, the figure or number must be very clear. So it depends on the content as well. For media, we can mix them all...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited said;

“...Sometimes the branches communicate in another form. Our team sends the topic to them and then they use their own language to communicate with the employees. Since one branch has more than 10,000 employees, some of them may have a different understanding of the message. So the branch puts the message into a new form language, easier to understand. This is informal communication but it increases effectiveness in the communication...”

The interview with the Chief Operating Officer of Mono Technology Public Company Limited mentioned that;

“...Some organizations have new-generation members. This group of people mostly focus on themselves and see themselves as the center. When the work unit wants to communicate to these people, several things should be considered, such as the content should not be text-only, but should include pictures or video clips as well. This attracts more interest because it matches the lifestyle of new-generation people...”

3) Channel of Communication

Channel of communication is a tool or a way that the sender uses to send the message or content to the receiver. Leading organizations in Thailand have various channels of communication such as the intranet and e-mail applications to facilitate employees' access to information so they can use diverse and appropriate media based on their interests or aptitudes. Channel of communication that lead to effective internal communication should be modern technology, accessible for all groups of employees, convenient and easy to use, and suitable for the content to be communicated.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

“...The bank focuses on communicating through almost all the channels. The factor that supports the communication is the use of technology for work that helps the organization increase effectiveness and efficiency of performance in the atmosphere that all employees can access the information at all times...”

“...The efficiency of communication will happen when the employees ensure that channels of communication are appropriate for the occasions. In a highly formal organization, communication should also be formal but it is a challenge to find a way to transfer formal stories or content in a flowing way like in informal communication. This will make the content more interesting or attractive...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“...The tools used in communication that will lead to success must be convenient, easily accessible, having functions desired by users, and having functions that are not too difficult to understand. For example, if an employee wants to attach a file or a picture in their work, this should be done easily...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, also said;

“...Important factors of communication depend on the topic and the pattern of the content you want to present. If you want an employee to understand something, to accept a change, or to have engagement, you have to communicate by face-to-face talking. That’ll bring the best results. But if you want to communicate rules or regulations, it should be done through document or paper; that’ll be more effective. That’s why we need to consider the content to be communicated...”

The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, remarked;

“...The basic factor is the channel because, in communication, the channel must touch or reach the employees. Today everyone uses Notebook and emails as the tools for easy accessing to information, but the problem is how we can make the employees notice or access our information easily....”

4) Receiver or Target Audience

The receiver is one person or more who is the destination of the message. Communication will be successful or not depending on how the receiver interprets or understands the message. The factors that helps make the communication effective is that the person responsible for sending the message must have a clear understanding of the receiver’s context. The organization will categorize the target audience into groups based on the content to be communicated. Also, the method of communication should be suitable for the target group or users.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited he said;

“...Customizing the content based on the customer or target group will make the communication relevant to the interest of the receiver. After categorizing the customer, we have to review if the content is suitable for the receiver and find a way that matches the target group. Customizing helps increase effectiveness of the communication. But we also need to follow up the results and check the actions to do the assessment...”

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. Stated;

“...Internal communication, well, I view that we live in the age of communication and every organization has its own information to

communicate. Toyota categorizes its target audience into three groups. First is company-wide; second is management-level employees, and third is the operational employees. Each target group uses different channels of methods to communicate within the organization most effectively...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“...Employees or personnel also have a part in supporting the success of communication. For example, today our company has three generations of employees, similarly to other organizations. Some employees in the Baby Bloom group cannot use e-mail skillfully. Without much skill in technology, this group of employees prefer paper. Therefore, the communication lacks effectiveness in terms of speed. So one of the key success factors is the user...”

Therefore, according to the informants, the major factors that support and promote internal organization to become effective and efficient in leading organizations of Thailand can be categorized into four groups: 1) sender (understanding the whole process of communication, including appropriate content, communication channel, and receiver, focusing on the experience of creating new channels, using the right sender, and using brand ambassador employee), 2) message or content (should be suitable for the receiver, should be accessible and easy to understand, using mixed methods to make it more interesting), 3) channel of communication (should be modern technology, should be able to reach employees, easy to use, and appropriate), and 4) receiver or target group (customizing the method to be most suitable for the user).

4.1.11 Major Factors that Cause Failures in Internal Communication

From the results from in-depth interview with the key informants, the researcher summarized the factors that cause failures in internal communication in

leading Thai organizations into two points: the factors that cause failure in communication and the solutions.

1) Factors that Cause Failure in Communication

For internal communication, if the sender does not clearly understand the process of communication, this may result in producing the wrong content that leads to misinterpretation or misunderstanding of the intended purpose. Channels of communication not reaching the target audience is also another factor. Other things that might cause failure in organizational communication are the lack of skills and knowledge in receiver, the lack of communication skills among middle managers, the message not reaching the receiver or target audience, the language in the message not being suitable for the target audience, lack of follow-up the results of communication, the limitations or blocking of technology, as well as the diversity of employees or target audience.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited he said;

“...One factor of failure is the focus on communicating by using language that the sender does not have fluency in and without thinking of the target audience. The language used in communication in each work unit differs. For example, some business units, such as the group, use provincial language and a straightforward style. But for office employees at the corporate level, the language used in communication must be elegant. Therefore, we need to customize the language based on the target group. And another caution...when communicating with other work units, one must not speak by using functional terms too much, like financial terms, or accounting terms. This is very important. Usually we use the language that we are familiar with, but there are people who might not understand such language and this could create misunderstanding...”

“...The organization expects that when managers acknowledge an information or a significant story from the executives, they should transmit it to the employees. But in reality, this information usually stays with division managers. They don't communicate it to the subordinates...”

“...Monitoring is very essential for communication. If there isn't enough monitoring, the message to be sent to the employees might get lost along the way, resulting in the lack of effectiveness or partially-understood message or distortion from its original purpose...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited; said;

“...For communication technology, the limitation of access to the information in the system because of security reasons makes the availability of Wi-Fi or information access of each level of employees vary. This becomes a problem of inequality in the use of technology and bad experience in communication...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned;

“...Mistakes in communication might occur from attitudes and knowledge of employees that cause misunderstanding about the topic being communicated. Believing rumors in the organization is also an important factor that makes the employees panic and misunderstand...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, commented;

“...Miscommunication mostly comes from people. Of course, people don't understand things in the same way, so it affects their interpretation of the message, especially in negative way. A matter may not be so critical but misinterpretation makes them think it was devastating. Therefore, clarity of interpretation is important. The sender needs to understand the receiver or target audience; this is important...”

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., added;

“...Recently, the diversity of employees, such as gender, age, or education, causes problems in communication. Sometimes unclear communication can lead to misinterpretation. The lack of understanding about culture and employee behaviors, some inaccessibility to information; all of these can cause problems...”

2) Solutions for Failure in Communication

The key informants suggested solutions for communication failure. On the matter of people, there can be development of knowledge and skills for managers and supervisors, Try-and-Learn from past mistakes. On the matter of process, it is recommended that one should consider everyone involved in the communication, checking the process by PDCA and giving equal access to information to all employees. These solutions can help sender to develop techniques, knowledge and understanding of tools that will lead to more effective communication.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited he said;

“...We focused on the supervisors, to increase effectiveness of communication. Our company experimented with HR Talk Daily to DM Project that we had just launched. The content was that we need to communicate together as supervisors and teach the managers to know the HR tools so that they can take care of their employees better. Our HR Department is about to open a clinic where managers will be taught this skill very thoroughly. If employees are closer to the manager level, then the information will reach them better...”

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., stated;

“...Today, Toyota stimulates our executives to have better technique and strategies for communication continuously. We do that by developing the personnel and increasing communication skills in the executives or managers so that they can adapt and develop their own capability in sending and receiving information. They will be better at dealing with diversity of subordinates and be able to create the PDCA checking process. We need to give importance to the process, planning, doing, checking, and action in every step. Thorough consideration will result in effectiveness in the end...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...For communicating during the crisis, the best way is to let the executive or his representative talk with the head of department, and let them pass on the information to the employees. We develop the solutions for the problem to assure the employees. In some events, we can't use communication alone to calm the situation, but it also takes times and...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, said;

“...The person who communicates has to consider every aspect from the beginning, everyone who is involved such as the writer, the announcer. Sometimes, in communication, we don't need reading. Just speaking. Therefore, those in the team have to understand and have positive thinking first. We just need a beginning, then we design to make it suitable for the audience or the listeners. We must know who the key person who will read the message is. Team members need to study and consider how and who will send the message. This is a delicate matter...”

The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited explained;

“...If the use of media is not successful, our team may not view it as a false step or a failure. We can think the opposite. We can think that it’s our chance to try and learn. When there is a mistake, there can be learning from mistake. If our team makes mistake, we must find ways to develop and improve our communication so that we will not repeat this mistake in the future...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

“...Therefore, building an environment where all employees have access to the internet and Wi-Fi will help them to have access to the information, too. All the employees today use smartphones for communication and work, if the bank has limitations with its internet connection, it will give them a bad experience in using communication technology...”

Therefore, the data from the key informants showed that the major factors that cause failures of internal communication in leading organizations of Thailand are: middle managers using only the kind of language that they are familiar with, limitation of access to technology, lack of knowledge or understanding about the receiver, and diversity of employees. As for the solutions for communication failure, these are related to the personnel or employees, such as developing the managers, Try and learn_concepts, The PDCA checking process, and increase the rights of employees to information access.

4.1.12 Establishment of Organizational Culture that will Build Employee Engagement and Encourage the Increase of Job Performance Efficiency

After processing the data from in-depth interview with the key informants, the researcher analyzed the information about establishing organizational culture that will build employee engagement and encourage the increase of job performance efficiency in leading Thai organizations, which can be summarized into two topics: 1) Organizational culture, and 2) Communication campaigns to transfer the culture to the employees. The results of the interview is shown in figure 4.7.



Figure 4.7 Main Values and Communication Method to Transfer Organizational Culture

4.1.12.1 Organizational Culture

Organizational culture is a process that creates understanding, practices, roles and responsibilities that become shared values for all employees in an organization. They will absorb and refer to it regularly as a guide for their behavior in the organization. Organizational culture reflects the attitude, behavior and identity of an organization and its members when viewed from the eyes of outsiders. Business organizations established their organizational culture through their core values and behaviors of their employees, intended to be the guidance of practice. Core values of most business organizations focus on reflecting the identity of the employees or the

organization, such as creativity and innovation, teamwork, change management, CSR or Corporate Social Responsibility, and customer focus, as shown in table 4.1.

Table 4.1 Summary Organization Culture

Organization	Organization Culture	Innovation	CSR	Teamwork	Change Management	Customer
1. Kasikornbank Public Company Limited	K-Culture	✓		✓		✓
2. The Siam Commercial Bank Public Company Limited	I SCB	✓	✓			✓
3. Advanced Info Services Public Company Limited	TRIPLE I	✓		✓	✓	
4. Bangchak Corporation Public Company Limited	I AM BCP	✓	✓		✓	✓
5. PTT Global Chemical Public Company Limited	GC SPIRIT	✓	✓	✓		✓
6. The Siam Cement Public Company Limited	4 believe	✓	✓		✓	
7. Mono Technology Public Company Limited	CLT	✓		✓		
8. Toyota Motor Thailand Co., Ltd.	Toyota Way	✓		✓	✓	
9. Charoen Pokphand Foods Public Company Limited	CPF Way	✓	✓		✓	✓

In the interview with the Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, he explained;

“...The important thing is that SCG teaches our employees through culture. Each of them may have different backgrounds and education, but, here, they will learn to become SCG People and learn about our organizational culture, which consists of four core values: holding justice and morality, aiming for excellence, responsibility toward society, and an Open-and-Challenging Culture. An open culture means open mind, eagerness to learn by collaboration, and learning from mistakes. A challenging culture means thinking out-of-the-box, being assertive and expressing opinions, and putting one’s thought into practice. So organizational culture has been established from the beginning of our company and stays until today. It gives our organization values and strength...”

The Vice President HR Management of PTT Global Chemical Public Company Limited, said;

“...Our Company fosters the value of GS Spirit in our employees to encourage putting values into concrete practice during work continuously. This results in four major behaviors: thinking and doing, developing teamwork, being proactive in responding to customers, and focusing on public benefits more than one’s own benefits. This is in order to enable the company to continue competing and driving its strategies...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...For transferring organizational culture, our company has three core values: creativity, learning, and teamwork. To communicate these three values, we

need an inventive method to gain the interest of the employees and help them to absorb these values...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

“...Our company has an organizational culture called K-Culture, which consists of four major values: Professionalism, Team work, Customer Centricity and Innovation. The implementation is done by using K-Culture Representative, who can be a director of each division or those in higher positions. They will behave as a role model, in a way that reflects organizational culture so that the subordinates can imitate...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., he said;

“...Toyota Way” is a guidance for employees on how to behave in their performance. It consists of 1) challenge, 2) kaizen or continuous improvement, 3) Genshi, which comes from the Japanese word Genbutsu that means seeing the actual problem where it occurs, something everyone, from the CEO to operational employees, should do., 4) respect, Not accepting seniority only but accepting opinions at all levels. And 5) teamwork, which means that we have to develop everyone in the team to have equal knowledge. If only one person has the knowledge and must think alone, it's not circumspect. But if all of us have the knowledge, all of us can present their ideas, then we will be able to see things in the way we've never seen before. This is organizational culture...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited commented;

“...The new core value of our company is IAMBCP or Innovation, Agility and Mobility, Beyond Expectation, Continuous Development, and Pursuit of Sustainability. The executives want all the employees to absorb the new organizational culture and mix it with the old that they already have. They should absorb it into their DNA so that they learn to reproduce it...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; explained;

“...Our company’s way of managing organizational culture “Triple I” consists of Individual Talent (having good talents and ability, Idea Generation (always think creatively), and Infinite Change (always ready for unlimited changes). In order to achieve these organizational values, one must have, first, the 10 values or “FASTMOVING”, that states what kind of behaviors that the organization wants. These values are Forward Looking, Accountability, Service-mind, Teamwork, Meritocracy, Openness, Vision focus, Initiative and Improvement, Non-Bureaucracy and Guard against irrationality. The value of our company starts with recruiting new employees so that we can be sure that we have people whose behaviors are in the same direction...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, said;

“...Organizational culture of our bank used to focus on family relationships or brother-sister relationships, but now as we’ve grown, so many people have been recruited into the bank_and we have a mixed culture and diversity. Our organization has changed so we need to adjust our culture by establishing new core values “I SCB.” It consists of Innovation, Social Responsibilities, Customer Focus, and Building Our People. Since this culture hasn’t been established in our employees yet, we need more time and activities for this adjustment...”

The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited, contributed that;

“...Our Company focuses on keeping our employees happy by strengthening them and retaining them to continue working for us. We use the framework of values called CPF Way. It is the basic behavior of the organization, consisting of six values: 1. Minding the three Benefits (for the nation, for the people, and for the company), 2. Speed and Ethics, 3. Simplify complicated things, 4. Acceptance of change, 5. Creating new things, 6. Being grateful to the nation. We also encourage morality among our employees. That’s why most of our employees have been with us for 10 years or longer...”

4.1.12.2 Communication Campaign for Transferring Culture to Employees

Behaviors or actions of employees reflect the vision and mission established by the organization. The executives play an important role in fostering organizational culture in the identity of employees. The methods of making communication campaigns that will transfer the culture to the employees so that they will use as a guidance for their performance and behaviors in leading organizations of Thailand includes training through orientation programs for new employees, training through workshops, using representatives to transfer organizational culture, creating credible stories about the organization and communicating this through the executive or the organization’s journal, and other activities.

The statements below are part of the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited;

“...So far, the matter of organizational culture consists of two topics: embedding it in the text or building awareness first, and building trust by creating awareness. The initial communication to division managers is done first, then a workshop is arranged to find role models, then many other activities follow. There was The Star Singing Competition and selection of

outstanding members to be a representative of GS Spirit. For building trust, it's how we make the communicated stories remain in the minds of the employees..."

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

"...For communication that will create good relationships and results in employee engagement, our bank regularly creates activities at every level through its K-Culture Team. We've been using this theme continuously to make them the core values of Kasikornthai. There are activities like K-Culture on Tour and K Miracle the Series, recognition for employees who express such values through on-line forms "Value You", and K-Oops Magazine for internal communication between the executives and employees every two months..."

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., stated;

"...To become an employee of Toyota, firstly they have to know our organizational culture through training and workshops called "New Seeds." This is because the executives understand that a plant will grow according to the fertilizer we give. So we need to teach them since their first step into the company by using "Toyota Way", making concrete things from abstract things by using "Toyota Business Practice (TBP). As for the production line, there is the "Toyota Production System (TPS). Our principle is that they have to learn until they have know-how or knowledge. After that they can develop the skills. These will become attitudes and finally be absorbed and become a mind set that they use every day..."

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, remarked;

“...Communication campaigns about culture can be done through several methods. Job Champion is an example. We select some employees from each area to go to training so that they can be the communicator who regularly sets up activities and events. Activities must be fun and suitable for the audience because most of the employees in our bank are Generation Y...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; said;

“...For behavioral communication, using only 1-2 values may not be enough. So we build another standard of behavior called “Fine-U” which consists of Fighting Spirit, Innovative, New Ability, Live Digital Life, and Sense of Urgency. This affects the performance of employees through many methods, for example, mixing it with the employee engagement activities and innovation support projects in the organization. Also, our executives have some ideas about sharing the experience between generations to prepare new managers. Thinking differently becomes an important point to discuss so that everyone can tolerate each generation’s style of work. We also focus on keeping our employees happy while working...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, added;

“...To transfer organizational culture, we do it by communicating through different channels. We have forums, like management forums, as well as visiting employees at work and orientation programs for new employees, which are around 800-900 per year, by using the course “Reach Together.” It’s a good way to communicate organizational culture and core values of the organization to them. Our family-like relationship allows employees to ask questions to CEO directly and this reduces the gap...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“...In the beginning, the communication process that will help employees feel positive is the use of Change Agents, an employee selected from each work line to communicate and build core value to other employees. We also use an Engagement Ambassador Team to drive employee engagement. We can do this through orientation programs for new employees, messages that we communicate to employees through activities, and telling positive stories about our company in the past...”

Therefore, the data gained from the key informants about establishing organizational culture that builds employee engagement and increases job performance efficiency in leading organizations of Thailand can be summarized as: For organizational culture, most companies establish organizational culture through its core values, which employees need to use as a guideline. The values reflect the identity of the employees and the organization. Examples are creativity and innovation, teamwork, change management, corporate social responsibility, and other desired traits. For communication campaigns to transfer organizational culture to the employees so that they can use as a guideline for work and behavior, most leading organizations in Thailand use orientation programs for new employees, workshops, representatives who will help transfer organizational culture to others, positive stories of the organization communicated through the executives or organization’s journal, and activities.

4.2 Employee Engagement Establishment

4.2.1 Organizational Strategy Regarding Employee Engagement

After analyzing the in-depth interviews with the key informants, the researcher acquired information as regards organizational strategy into the employee engagement of the leading organizations in Thailand, which focused on two issues; 1) employee

engagement establishment strategy and 2) responsive units and procedures to establish employee engagement.

4.2.1.1 Employee Engagement Establishment Strategy

The employee engagement establishment strategy is a key approach to determining the working direction of employee engagement establishment and to make it tangible. The strategy is defined as a long-term plan of three to five years, in which most of Thailand's leading companies hire an overseas consultant to map out the organizational strategies since they have the actual knowledge and experience with a database of employee engagement surveys in global organizations. This can be applied to the Thai business organizations.

The business organization uses a poll method to measure employee engagement levels, once the information provided will be applied to the operational plan and used to improve what the employees' desire next year. Thus, Thailand's leading companies determine the level of satisfaction or employee engagement level for more than eighty percent. The organizational strategy are these; competency increments of the executives and supervisors, the organization of opportunity, creating a good working experience, using employees as Brand Ambassadors, transformation strategy, career path planning, establishing a good quality of life at work, and acknowledging the importance of employees. See table 4.2

Table 4.2 Employee Engagement Establishment Strategy

Organization	Consultant	Strategy	Score
1. Kasikornbank Public Company Limited		1. competency increment of the executives and supervisors on to coaching and team working 2. organization of opportunity 3. creating a good working experience	

Table 4.2 (Continued)

Organization	Consultant	Strategy	Score
2. Advanced Info Service Public Company Limited	Aon Hewitt	Transformation perception throughout change management and employee engagement establishment	> 77
3. Bangchak Corporation Public Company Limited	Aon Hewitt	1. High Performance and Culture 2. High Effective Leadership 3. High Employee Engagement 4. High Compelling	> 80 and The Best Employer
4. PTT Global Chemical Public Company Limited	Mercer	Specify the action plans and improve the dissatisfaction matters from employee engagement survey.	> 80
5. The Siam Cement Public Company Limited	Aon Hewitt	6 Core Components Method; 1. Clarity of Company Direction, 2. Leadership Role and Responsibility, 3. Empowerment, 4. Reward and Recognition, 5. Career Development, and 6. Good Quality of Working Life. Additional two more from the consultant; pride of organization and career practice.	> 80
6. Toyota Motor Thailand Co., Ltd	Aon Hewitt	Employee royalty and honor to the organization and Positive citation (Brand Ambassador)	> 80
7. Charoen Pokphand Foods Public Company Limited		Positive organizational Citation (Say) Longer period of joining (Stay) Continuous Productivity (Strive)	Employer of Choice

The statements below are a part of the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited;

“...A consultant company named Mercer designed the employee engagement plans three years ago, to measure the employee engagement level using the survey. Once measuring process and information obtained from the survey, then we set the proposition to specify the action plans and improve dissatisfaction matters. We target the engagement score as an overall level greater than eighty percent. After divisions reach the score, they have to maintain their performance. However, the ones that still under the target score have to slightly increase by five to ten percent with follow-up plans...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...We believe that the factor that creates a difference in employee engagement is perhaps the subject of the supervisors and working experience rather than the strategic plans for employee’s engagement. For instance, an increase in the ability of executives or the supervisor in regard to coaching, caring for the subordinate, would be centralized by the supervisors...”

“...We try to create success for all employees who come to work with our organization as an organization of opportunities. The employees can learn to grow their career paths here once they work with us. The company presents the creation of opportunities, a chance to become a part of the winning team, and succeed together. The organization will succeed because of us as the employees, we can accomplish in regard to the organization has a colleague and a head of the army which will be the best decision to make the employee’s commitment to the organization...”

“...The solution for employee engagement is the trend of the young employees not being kept alone, but the more important thing is that the employees talk about our organization in positive ways and their work experience gained by working with our bank. Furthermore, it is a

reinforcement to attract high quality of people interested in working with the organization...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He remarked;

“...The management made an emphasis on employee engagement, we hired Aon Hewitt to be the consultant for a period of five years. We set a goal that the company will have to earn an overall satisfaction score of more than eighty percent. The management has the view that employees should be good brand ambassadors to support positive communicate within and outside the company. This has a positive impact on the organization’s image and results in the organization’s employees to feel proud of the company. Toyota has achieved success in the average satisfaction score of more than eighty percent in 2015, and the management continues to support all departments to get more than eighty percent...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“...The Company is currently following the road map where the executives would like to win the Best Employer award in 2019. Prior to this, we did employee satisfaction surveys to find out their needs. However, once the Aon Hewitt took over as the consultant, they determined the long-term strategy in the dimensions of Aon Hewitt that the employees must have four key elements: 1. High Performance and Culture, 2. Higher Effective Leadership, 3. High Employee Engagement, and 4. High Compelling. Therefore, these elements will help to keep employee engagement at greater levels with the opportunity to be the Best Employer according to their goals...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; said;

“...The employee engagement strategy relates to many parties, however, the successful company in term of strategic planning may not achieve success again in the future. Therefore, AIS is aware of what needs to be transformed to maintain the company strengths and sustainability, in which we shall be able to deal with the changes and establishing employee engagement. The 2018 employee engagement survey had a score of up to eighty-two percent, which was higher than the estimation of seventy-seven percent, which reflected that employees were committed and bound to the organization. The management believes that the employees are the most important resource to lead to the sustainability organization...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited commented;

“...The human resource management establishes SCG’s engagement from core values and believes in the value of its people, consequently, the model of SCG’s engagement was developed during 2001 – 2002 by the CEO. The Model consists of six key principles: 1. Clarity of Company Direction, 2. Leadership Role and Responsibility, 3. Empowerment, 4. Reward and Recognition, 5. Career Development, and 6. Good Quality of Working Life. Later, SCG hired AON Hewitt and added two additional dimensions, which are the pride of the organization or Sense of Proud and Career Practice Dimension. These can be important dimensions to help employees commit to the organization...”

The Associate Director Enterprise Brand Communications - Internal Communications Enterprise Brand Management Office of the Siam Cement Public Company Limited, remarked;

“...SCG is one of a few companies in Thailand that have been sustainably developing for more than a hundred years with innovative branding. Importantly, we always focus on our employees in respect of human resources as they are at the core of the organization, who drive the organization and are able to inform everything with dynamic and evolving knowledge, On the other hand, the machine cannot produce products and services, or cannot create a new invention. As a result, the organization’s success has benefitted the employees. If there are no employee, we would not have a growing organization...”

The Assistant Managing Director, Office of Administration and Promotion of Sustainable Development, Social Responsibility and Sustainable Development, Charoen Pokphand Foods PCL., contributed;

“...Establishing an employee engagement is an important strategy for taking care that the employees will be bound to the organization and have pleasure in their work in order to provide the results as the executives’ expectation for positive organizational citation (Say), a longer period of joining (Stay), and continuous productivity (Strive). We are convinced the employees should to work in a teamwork atmosphere, respect the company’s differences, and give employees the opportunity to express their opinions to improve their work in a variety of communication channels to meet the company’s goals...”

4.2.1.2 Responsible Divisions and Methods of Employee Engagement Establishment

Most of Thailand’s leading companies employ a consultant specializing in employee engagement, such as Aon Hewitt, Gallup, and Mercer to map out the strategy and work approach to strengthen employees’ engagement to the organization. These companies assign senior executives for human resources to be responsible for co-operation with the consultant team to define policies and direction of work, operational plans, procedures, and monitoring. Then the organization will assess the

evaluation of employee engagement according to the goals set out in each company as table 4.3.

Table 4.3 Method of Employee Engagement Establishment According to Leading Companies in Thailand

Organization	Method of Employee Engagement
1. Kasikornbank Public Company Limited	Being and organization of opportunities for employees to be able to learn and be successful together
2. Advanced Info Service Public Company Limited	Bounding employees to the organization through a good working environment and family-like working culture to help each other.
3. Bangchak Corporation Public Company Limited	Creating the Engagement Ambassador team to be a medium between employees and executives to resolve and improve the issues or problems.
4. The Siam Cement Public Company Limited	The creation of the value of the employees by supporting overall of them with fairness and promoting the learning and development continually.
5. Mono Technology Public Company Limited,	Creating an employee to have same DNA that meets the organization goal through the process and a holistic procedure since the employee recruitment.

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited remarked;

“...The Human Resource division is the key function in operation through all the senior management policies that are targeted to ensure that employees’ engagement can be accomplished through the provision of opportunities. Once employees join the company, they could learn and accomplish together with the organization. The main thing that the Haman Resource division has to do

is create an organization with opportunities to ensure that our organization has enough quality to attract people from outside to look into the organization and wish to join our company...”

The Chief Operating Officer of Mono Technology Public Company Limited, said;

“...We assign the Human Resource division as the responsible division. They would map out a holistic process and procedure to create the DNA of employees that match the organization and establish employee engagement. The process would start from the recruitment process. Once we accept the employees to work with the company, the HR division would provide training courses in different areas, coaching matters, and career growth until their resignation...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“...We assign the Human Resources Strategic division as being responsible for this matter by the team to form the Engagement Ambassadors, selecting the employees for specific conditions such as 1) Three to four years with the company 2) Good performance in coordinating with other employees, and 3) Up to thirty years of age and good performance. The group of the Engagement Ambassadors would be the representative for each division and distributed according to the quota of the division size with approximately fifty employees. They will cultivate The Best Employer method in accordance with Hon Hewitt of four dimensions to identify the gaps among various divisions in matters of people and communications issues. These representatives will take action in creating activities to reduce gaps or suggesting to other employees about the improvements needed to push the engagement score to reach the target at eighty percent...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...The implementation of internal strategic engagement practices is under the supervision of the Management and Human Resources division. They will plan for the company’s direction with the action plans that meet the needs of employees. We found the principle to make the employee happy when they work for AIS, that we create a commitment to the organization through appropriate working environments and create a working culture that employees are in a family-like business to help and counsel each other. Thus, the most important thing is our CEO should lead by example and all divisions must help each other to work as one team...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, said;

“...SCG sets the main strategy to motivate employees to continuously work with the company, which are 1. Creating organizational values to attract good quality people to join the company, 2. Supporting the employees in every aspect with fairness to increase organizational commitment, and 3. Promoting continuous learning and employee self-development. At this point, all policies related to employees would have a monthly meeting of the board of Management Development Committee or MDC to discuss the overview of SCG level 2 as of business level and level 3 ATF company level. The key duties of the board will help to determine the direction and policies of employees, including succession plans, rotation considerations, and job promotions...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He remarked;

“...Referring to employee engagement, we have carried this out for a while. In the early stages, Human Resources division did not have knowledge in this regard, then we employed the Aon Hewitt consultant to establish better engagement with the Human Resources division. Because we have a large volume of employees with a diversity of the types of employment, such as permanent employees and sub-contractor employees, where the consultant will be more skilled and can help the company to quickly reach the target...”

Therefore, from the key informants, the employee engagement strategy of the leading companies in Thailand has two concerns. First, strategic employee engagement establishment, such as increasing executives and supervisors' ability, forming an organization of opportunity, creating a good working experience, brand ambassadors, transformation strategy, career growth planning, providing good working atmosphere, and giving importance to employees. The organizations used the survey method for employee engagement and developed operational plans to improve according to what the employee desires. Most of the leading Thai companies in scored a level of satisfaction of employee engagement level more than eighty percent.

Secondly, the responsible division and method to establish employee engagement, the senior executives of each organization with its division related to human resources would take the responsibility for determining policies, working plans, operational plans, and monitoring system to track the employee engagement. Almost all of Thailand's leading companies employ an expert consultant on human resource development to develop strategic or functional approaches to strengthen employees' commitments to the organization.

4.2.2 The Employee Engagement Establishment toward Approach, Activity, and Media Usage

The approach, activity, and media usage to establish employee engagement are an important tool that notifies the executives' attention to employee perceptions about employee engagement development. Each business organization uses different patterns or activities depending on the organization type, a number of employees, and

their context of business. The followings are approaches, activities, and media usage to establish employee engagement of leading companies in Thailand.

1) Allowing team members and divisions to participate in communications, for example, transferring supervisors' knowledge, experience, and the achievement of employee engagement development, communicating through the role of the Engagement Ambassador or Job Champion, answering employees' enquires and being open for opinion, occasional employee meetings with the executives, and providing a stage for opinion sharing.

2) Arranging employee engagement activities, for example, allocating sponsorship, providing annual field, giving employees' birthday greeting messages, setting up clubs or groups of employees to perform various activities, supporting sports events, and inviting external speakers to educate the employees.

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. included this statement;

“...The responsibility for engagement establishment is not only that of the Human Resources division, but every division should be involved in this matter. The Human Resources division would take action to drive the communication through the affiliated division aiming to have the same understandings, knowing what to do, closely monitoring progress, and encouraging all divisions to perform engagement activities. At this point, the Human Resources division will support the divisions to generate engagement ideas relevant to one's division, such as achievement sharing with a good engagement performance division, sharing best practices for other divisions, talk show events, experiences and achievements shared by middle-level managers, annual staff outing sponsorships, and other periodic activities...”

The Chief Operating Officer of Mono Technology Public Company Limited, said;

“...The communication method will attempt to explain the entire work process through the knowledge of the employees or to share knowledge among

divisions. Focusing on the company's activity, we encourage employees to get together in groups of people who have the same interests, such as the basketball club or a group of runners. Consequently, they could regulate an object together, then this collaboration will increase their importance to the company. In addition, the Human Resources division also arranges other activities as well, for example, birthday celebrations, field trips, and other activities proposed by employees..."

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

"...The role of the Engagement Ambassador is to set the action plan for each business segment, by which the team will have to search for activities to increase their engagement score. At this point, Generation Y employees always have innovative ideas about how to generate new methods of communications. For instance, the marketing team has an opinion box for anyone in the division who has questions or opinions, then the executives will respond through email. So, the team will have monthly follow up meetings and this also will be an opportunity for executives to better understand their employees..."

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; commented;

"...Every AIS employee is bound to have a fairly high organizational level of loyalty to the organization. Once we have an important event or any crisis, our employees always show their kindness and unity. We arrange various activities to establish engagement, where the aim is to provide opportunities for employees by their preferences, such as golf clubs, bicycle clubs, ethics club, and volunteer programs. According to this, the company will provide the funds and offer working days for the project under execution, such as the

creation of a career, professional knowledge development, building a library, and supporting breast cancer patients. We believe that these activities could make the employee have more loyalty to the organization...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, explained;

“...We intend to use all channels to establish employee engagement and the Human Resources division also determineS the employee’s commitment as an organizational key performance indicator. We cooperate to communicate in the same direction through email, intranet, SMS, posters, and postcards. Also, the Job Champion employees will arrange and participate in events according to festivals or public holidays, such as Chinese New Year, Valentine’s Day, and Family Day to invite their family members to join the activities, as well as provide scholarships for their children...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited said;

“...The activities that could establish engagement, such as the CEO greeting, Event Management, Management forums, inspirational activities, Family Day, the Fan-Pan-Tae activity (loyalty concern), the activity committee, the SCG soccer team sponsorship with the sports cheering team, and the invitation of an external speaker, such as Rounded Finger or Startup, to allow employees to absorb knowledge and bring new ideas to everyday life...”

4.2.3 Research and Survey for Organizational Employee Engagement Information Collection

A survey of employee satisfaction or employee engagement levels measurement helps the business organizations understand employees’ thoughts and identify whether employees are satisfied or dissatisfied, as well as identifying suggestions. In order to improve the organization’s guidelines to employees, most of

the leading Thai companies employ firms that specialize in measuring employee engagement to conduct surveys. These are global companies which are neutral in their assessments and ensure confidentiality for employees. The surveys would be made once a year, and the survey questions are based on the issues that the management need to appreciate from the employees' point of view now and in the future. In addition, the questions cover the needs or factors that employees want the organization to improve and to acknowledge employees' opinions in various fields. The survey methods vary depending on the context of the organization, and may be an online or paper-based survey. The leading companies in Thailand always conduct periodical surveys for improvement in many aspects of work.

Table 4.4 Employee Engagement Level Survey Method

Organization	Operator	Method	Frequent (Yearly)
1. Kasikornbank Public Company Limited	-	Online	2
2. The Siam Commercial Bank Public Company Limited	Gallup and Organization Health Index (OHI)	Online	1
3. Advanced Info Service Public Company Limited	Aon Hewitt	Online	1
4. Bangchak Corporation Public Company Limited	Aon Hewitt	Online	1
5. PTT Global Chemical Public Company Limited	Mercer	Online	1
6. The Siam Cement Public Company Limited	Aon Hewitt	Online	1
7. Toyota Motor Thailand Co., Ltd	Aon Hewitt	Paper	1

Table 4.4 (Continued)

Organization	Operator	Method	Frequent (Yearly)
8. Mono Technology Public Company Limited	Human Resources Division	Paper	1

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited, regarding research and surveys for organizational employee engagement information collection, he explained;

“...We employ Mercer as the consultant to measure the employee’s satisfaction and engagement. We conduct this assessment once a year through open-ended questions via confidential email. The results will rate each division by scoring every question. After that, we will inform the employees and divisions then come up with action plans to improve scores and to allow the Human Resources division to monitor the plans...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...Employee satisfaction and engagement surveys are conducted every two years by an external consultancy firm to provide neutral information respecting the privacy of employees. Due to the company-wide engagement method every two years, the executives could be able to monitor periodically and analyze the overall results to maintain strengths and accelerate development in the areas recommended by our employees, as well as increasing employee engagement. However, the short surveys that made through the new platform are excluded, these could be a survey of participants’ comments for an activity immediately at the end of the activity.

This is how we increase the frequency of individual opinion inquiries in a specific area instead of using the company-wide method...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He remarked;

“...Toyota has a great emphasis on providing employees to do the satisfaction survey by Aon Hewitt each year. Our employee engagement survey would be a paper-based survey, with the organization’s employee diversity in the part of the operational staff and back officers. The format of the survey is divided into the main topic and distinct issues as the company wants to determine employees’ opinions and comments on any situations. Then, we would use this information to improve employee satisfaction...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited said;

“...The measurement methodology of Aon Hewitt is a professional and universal company that will conduct an online engagement survey once a year in September. The surveys will be sent directly from abroad with a password to each employee based on their email. In the first year of assessing employee engagement to the organization, we achieved seventy-one points, but the goal was eighty points. However, we found that in the oil and gas industry, which compared to other businesses such as food and beverage, services, and telecommunication in Asia-Pacific, is very difficult to increase the score, due to the fairly high Benchmark. Therefore, we shall gradually adjust the score to become The Best Employer in the year 2019...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...We benchmark the employee satisfaction survey results with other companies, as well as we would like to know the needs of our diverse employees. The Aon Hewitt measure employee satisfaction in each division takes place once a year, ensuring that employees feel free to respond to questionnaires. Most of the survey questions are what the executives wanted to know from the employees, then this satisfaction survey would be added to each company activity survey to evaluate whether activities meet the employee requirements or not...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited said;

“...We have begun to conduct employee surveys on various aspects of the company through consultancy firms. In the initial stage, we hired Gallup to assess the information, further than that IBM collected information to map out action plans by using a questionnaire tool called the Voice of the Employee (VOE) to measure employee engagement levels. This could identify the number of dissatisfied employees and their reasons, then the results would be used to bring in a process of improvement. This also causes a higher level of engagement each year. Also, we allow a global research company to do the employee medical checkup assessment by using the Organization Health Index (OHI) as a tool to help our bank become the most attractive company that employees want to work with...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, commented;

“...The CEO assigns most company policies according to an engagement survey. He also has the view that the company has grown each year, so the original model should be reviewed to be appropriate for the current conditions along with benchmarking with other companies in the industry so as to aim to improve any matters concerned. We hired Aon Hewitt, which considers how

the employee's are to be engaged. Therefore, the survey questions are in three parts; 1. The employees positively mention about the organization and are willing to persuade others to join our company (Say), 2. The employee still wants to continue working for a longer period (Stay), and 3. The employees are ready to work more than their expectations and to be continuously productive (Strive). There are approximately sixty questions, mostly about the requirements or range of the factors that need to improve. Many are found to be about compensation or salary, but they are not the root cause for employees resigning from the company. Thus salaries are not a primary factor for employees to leave the organization..."

The Chief Operating Officer of Mono Technology Public Company Limited, mentioned that;

"...Our Human Resources division generates an employee engagement survey form, which derives from many overseas pieces of research and studies. We conduct the survey once a year on a paper basis and do the data processing to get the assessment results and statistics. The management would not be involved in this stage, but they will be notified of the results, then try to find solutions to improve any issues concerned. Moreover, if there is a major change, the Human Resources team might make a short survey to ask employees about their preferences beyond the annual survey..."

According to the key informants, most of the leading organizations in Thailand use consultancy companies with expertise in measuring employees' engagement. So the employee satisfaction survey is a common approach and is conducted annually through an online system or on a paper base. Most of the questions come from issues or points that the management would like to know and employees' opinion. Recently, most of the business organizations in Thailand arrange a minor satisfaction survey periodically to improve their operations through the year.

4.3 Employee Effectiveness Enhancement for Job Performance

4.3.1 Organizational Strategy of Employee Effectiveness Enhancement for Job Performance

An employee's job performance can identify efficiency and effectiveness within an organization. The employee's job performance is a major factor in employee appraisals used by the superiors and executive officers for job promotion, position transfer, salary increases, and providing other benefits and welfare. Therefore, most business organizations set strategic approaches to enhance employee effectiveness. For instance, employee skill development based on the job description, plan and assign training courses for employees at each level, coaching and knowledge transfer development for a superior to convey to their subordinates, maneuvering Individual Development Plans or IDPS between superior and subordinate, providing employee development programs for growth by dividing them into groups with a suitable program for each group, and job rotation, according to table 4.5

Table 4.5 Employee Effectiveness Enhancement for Job Performance Strategy

Organization	Strategies
1. Kasikornbank Public Company Limited	Focus on skill development based on job description
2. The Siam Commercial Bank Public Company Limited	Individual Development Plan (IDP)
3. Advanced Info Service Public Company Limited	Employee competency development which relevant to organization objectives and strategies
4. Bangchak Corporation Public Company Limited	Establishing career path and Individual Development Plan (IDP)
5. PTT Global Chemical Public Company Limited	Working with world-class standard

Table 4.5 (Continued)

Organization	Strategies
6. The Siam Cement Public Company Limited	Via Learning skills and Conceptual skills & Technical skills and Human skills conception
7. Toyota Motor Thailand Co., Ltd	Competency development through superiors
8. Mono Technology Public Company Limited	Managerial level readiness for employees

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

“...We focus on employee skill development depending on the job description to increase the competency and efficiency from our training road map. The employees are knowledgeable and capable to accomplish their duties effectively, such as having a basic digital mindset. Additionally, we focus on employee skill development necessary for their jobs, for example, creativity, leadership, and technology proficiency. We expect that employees would gain a wide range of knowledge and prepare for their career growth ...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...The new challenges for the executive team is to establish an organizational strategy which focuses on career growth due to the growth of the organization. This raises the question about the selection procedures for a new executive member, which shall be driven by an internal employee or outside parties. Where the executives have the idea of giving employees the opportunity to an internal employee which would be an advantage regards to the employee engagement. Thus, The Human Resource division would design the training

courses for managerial level preparation and decide which training courses are required, providing a group of employees with the opportunities to grow and to gain knowledge, abilities, and experience to prepare to be executives in the future...”

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. included this statement;

“...The strategy to enhance the employee job performance is the responsibility of the Human Resource division, however, the supervisors are the person in charge to take actions. At this point, Toyota significantly focuses on supervisor development. We provide a training course for the supervisors to teach them about coaching and develop their subordinates proficiently. By the way, it is out of date if all the actions; policy, operational level, are formed by the Human Resource division. The most effective human resource development method shall occur every single day with the motivation coming from supervisors who have technical skills based on actions, not theory...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“...We established a long-term efficiency enhancement strategy in terms of career paths or Individual Development Plans: IDP, aiming that the employees would work efficiently with confidence then become ready to grow with the organization. According to this the Human Resource Development Division (HDD) is responsible for training programs with more important roles in the organization. The training programs are different from the past which only were designed for employee needs. However, the training programs still lacked sustainable development plans. Recently, the Human Resource Development Division (HDD) activated suitable mandatory course for new

employees, which are relevant to the level of the employee's skills and knowledge..."

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; commented;

"...The strategic human resource development plans are based on management team brainstorming, then proposed to the board of directors to review and decide the direction. The main purpose for enhancing employee competencies, in accordance with the strategy and goal of the organization, are along with concept "AIS, willing to give, then growing together". As a result, this led to the 5-Bucket program, which divided employees into five groups; Blooming, Emerald, Gold, Diamond, and Platinum. Therefore, we could develop employee competencies at the beginning through all the groups and move forward simultaneously..."

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, said;

"...We (the bank) provide Individual Development Plan or IDP'S for the groups of talented employees regularly, and we emphasize on Key Performance Indicators KPI accordingly. Ideally we would like them to challenge themselves and attempt to think out of space. To gain new knowledge and skills as well as setting up employee development plans in accordance with the recent competitive situation of the business..."

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, remarked;

“...The Management Development Committee or MDC is responsible for setting the strategic plans to enhance employee effectiveness, regulate the policies, and arrange the methods to develop the employees. The strategies are based on the conception of “Learning skills & Conceptual skills, prior to joining the organization” and “Technical skills & Human skills, while working for the organization”. Learning skills and Conceptual skills can forecast their willingness to learn ability and be opened-minded to pursue new areas of expertise. In fact, we would standardize the policies, so every employee must attend the core program and we have development programs for each employee level from an operator, supervisor, head section, manager to CEO. Furthermore, these programs relate to other programs, along with the career path indicated in the programs...”

The Vice President HR Management of PTT Global Chemical Public Company Limited, explained;

“...We intend to standardize the organization using international standards, focusing on the informal workflow by reducing meeting length, underlining punctuality, and stressing the job performance. In particular, we convey more procedures appropriately, such as performance evaluation which concentrates more in detail on the section and division levels as well as the bonus consideration to drive employee effectiveness. We also use a peer ranking system to evaluate job performance and efficiency as well...”

4.3.2 Employee Development of Job Performance and Efficiency Improvement

It is very important to be aware of how an organization regards employee job performance and efficiency development. As the employee’s job performance can improve organizational efficiency and effectiveness, then the organization can achieve its objectives. Each organization will develop the methods and procedures to improve employee skills, knowledge, and abilities differently. Based on the interviews, the researcher found several methods used to develop organizational employee job

performance and efficiencies. These included Individual Development Plans or IDP, various training programs for different level employees, organizational core training programs, individual preference training courses, e-learning systems, career development plans, and job rotation. Many of Thailand's leading companies offer 3E Development model, Experience, Exposure, and Education as per 70: 20: 10 ratios.

The statements below are from the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited, regarding employee development of job performance and efficiency improvement.

“...We bring in an effective system to develop our employees by using Individual Development Plans which not only pay attention to training programs, but focus more on the 70 : 20 : 10 3E development model (Experience : Exposure : Education). The human resource division would continuously develop the employees by motivating supervisors to coach and share new knowledge with their subordinates. Likewise, the leadership has to be offered step-by-step, the operational employees shall perceive Lead-Self as their own responsibility. The managerial level shall understand the Lead-Self Team or Lead-Business, and the upper managerial level shall use the Lead-Strategy to cover all functions. However, this model will not exist for the job evaluation procedures...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, remarked;

“...We (the Bank) implemented the employee development of job performance and efficiency improvement. We invested in two learning centers at Bang Prakong district and our building on Chaeng Wattana road. We also developed an E-Learning platform which compiles the basic skill courses (Hard Skill or Hard Side) such as gaining knowledge technique, which the employees could access then learn by themselves. On the other hand, we still maintain the Soft Side skills training courses for face to face formats, such as customer services, hospitality, and team working courses...”

The Chief Operating Officer of Mono Technology Public Company Limited, mentioned that;

“... The human resources team provides internal annual training courses twice a year. Most of them will be the training by learning through experiences and the real environment, knowledge expression from experts, idea sharing, opinions and additional training courses, such as self-inspiration, self-management (not related to the work). Normally we provide on average twenty to thirty courses to enhance employee working skills. Furthermore, in case the employees are interested in further skill development courses, they can inform the human resource team via their supervisors...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He said;

“...We focus on the development of employees through training courses and activities that increase employee core competency. We aim that employees would have the same knowledge and continuous self-development. There are a variety of development methods of training, majorly in two types; on the job training or OJT and off the job development or OJD. Ordinary, on the job training or OJT, can help the employees gain a knowledge of the skills in particular work, which means this is a way to convey knowledge through the actual work by colleagues either supervisors. While off the job development or OJD is the process that employee shall learn out of the classroom, due to some particular work that requires know-how or specific knowledge that must be acquired outside of the courses...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited commented;

“...The career development plan is an important part of our employees, so the key role of the company is that the agency that acts on training or development personnel shall establish a course for the employees at each level suitable to the competency of the work and role that the employee is working in. IF the employee does not pass the basic curriculum at each given level, they will not be eligible to move to a higher level. The training will be linked to the development of personnel (Sign Investment) that employees grow and contribute to the succession plan for the organization...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; commented that;

“...The assessment center is an agency that seeks the potential of individual employees and brings the results to evaluate and set up the development plan assigned to the individual. They would start from the On-Boarding program for a new employee to learn general issues for job performance. Also, they would provide development courses for supervisors or experts, divided into beginners and intermediate levels (First Line and Middle Line Manager) to prepare employees who have been promoted to the manager’s position to developing high-level leadership skills. In order to create a succession plan for potential leaders to lead the teams, as well as providing scholarships to employees to enhance knowledge and encourage employees to grow with the organization...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, remarked;

“...The bank has provided annual Individual Development Plans or IDP’S through the online system and a variety of employee development courses, including the general and administration curriculum via online training classes. The employees can select courses provided by the human resources

department in our internal system (on Shelf on Demand), as well as which they can offer an external training course to supervisors for the approval of the employee to study as they are interested...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, commented;

“...The company believes that the 3E development model (70:20:10) will provide optimum performance by employees to gain knowledge to improve their effectiveness. The management team perceives that the most effective learning is to learn by doing and from real-life experience about 70%. An additional 10% are from classrooms and self-research at different sources. Then they will get good results once they are involved with others to talk or exchange knowledge, as well as with the supervisors or experts in the company for the other twenty percent... “

“...Job Rotation is an important part of helping to increase the effectiveness as the employees could gain more skills, knowledge, and experiences regards a new position. Once the organization provides a training course, there might be only ten percent to gain the knowledge. In contrast, the knowledge caused by the practice or the actual case would make the employee feel familiar and confident and provide career development and growth opportunities...”

The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited, contributed that;

“...We give opportunities for all employee levels to develop knowledge, skills, and their potential through courses from internal expert experiences, relationship development, classrooms, and E-learning system for instance. Also, we would like to improve leadership and managerial skills, operational capability (functional and technical skills development) training, computer and

language skills development through international learning model, 10-20-30 development Impact...”

4.3.3 Employee Performance Appraisal Process and Practice

Most business organizations assess their employee performance appraisal annually to measure and evaluate the achievement of work, including their strengths or weaknesses. These results will be used for employee development plans for developing their knowledge and capabilities. The employee performance appraisal process is based on these two major following measures:

1) The employee performance appraisal shall be conducted twice a year, i.e. mid-year and later, so the supervisor can consistently communicate with and keep track of employee performance. Accordingly, the organization would include the Key Performance Indicator or KPI into the criteria for performance appraisal by defining KPIs to be the main function of employees in each individual position. As a result, a high level of management’s performance appraisal will be applied to the 360-degree model and this appraisal will be applied to decide the bonus at the year’s end.

2) The competency assessment is conducted once a year for the supervisor to know the strengths and weaknesses of the employees, then take plan for the employees’ performance improvement. The business organization will bring the results of the employee performance appraisal to establish the individual development plan which relevant and consistent with each employee, as well as the development of the succession plan. This is summarized in table 4.6

Table 4.6 Employee Performance Appraisal Process

Organization	Appraisal Process		Appraisal Method		IDP
	Performance (KPI)	Competency	Employee	Management team	
	Time (s) per year	Time(s) per year			
1. Kasikornbank Public Company Limited	2		Rating	360 degrees	✓
2. The Siam Commercial Bank Public Company Limited	1	1	Peer Review	360 degrees (Not activate d yet)	✓
3. Advanced Info Service Public Company Limited	2	1		360 degrees	✓
4. Bangchak Corporation Public Company Limited	2	1	Ranking	360 degrees	✓
5. PTT Global Chemical Public Company Limited	2		Peer Ranking		✓
6. The Siam Cement Public Company Limited	2	1			✓
7. Toyota Motor Thailand Co., Ltd	2	1			✓
8. Charoen Pokphand Foods Public Company Limited		1			✓
9. Mono Technology Public Company Limited	2		Core Value		

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited, regarding employee performance appraisal process and practice, He said;

“...In regard to employee performance appraisal or effectiveness management, the company would have two rounds a year: mid-year and late year. We would allow employees to speak regularly with the supervisor and do the process of peer review. After that, the result of the assessment will be compared among the employees with the same position in that division. Thus, this form of the performance appraisal system is used to drive performance, allowing employees to take the assessment results back to review how they work and to assist their self-improvement...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, remarked;

“...We usually do ratings assessment once a year, however, the official employee performance appraisal normally is done twice a year, in the middle and the end of the year. The appraisal process will divide employees into groups based on employees’ performance, which will be compared to their personal appraisal. After that, the assessment results will be compared with others in similar work positions to ensure that the employees are fairly taken care of. The 360 Walk the Talk’s employee performance appraisal is measured from the perspective of the people who work with the employees at all levels, which measures only from the assistant director level upward (AVP up) to measure the impact of development and seek out their strengths or weaknesses...”

The Chief Operating Officer of Mono Technology Public Company Limited, mentioned said;

“...Since the company consists of a large number of units with diversity, likewise from the it division, creative work, and cameraman. It is difficult to assign the same KPIs to the whole company. Therefore, the company is primarily responsible to the supervisors, each of which has determined the KPIs for the subordinates in their own division and based on the function of

the unit. The performance appraisal process would take twice a year in the middle and the end of the year with core values measurement combined with appraisal (performance evaluation), in each of the line divisions. There are general assessment topics (Generic) on their job knowledge, human relations with others, which are assessed by 30% from other employees and 70% from the supervisor, together making 100%. Furthermore, the employees and supervisors will be able to do a collaborative assessment as well, starting with the employees doing their own self-assessment then the supervisors evaluate their subordinates...”

The interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. stated;

“...We, Toyota, divide employee performance appraisals into two categories: 1) the competency of appraisal, which will be assessed once a year and 2) the performance of appraisal, which is done twice a year. Two-way communication would be involved to measure the performance and effectiveness of employees from executives. They would be engaged in the assessment as the employees will assess themselves then the executives will later assess the employees. In addition, the executives and employees will discuss the assessment results together, further than this the executives will discuss the individual development plan with employees for the development plan in the future...”

The Senior Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“... Senior executives have a view on organizational employee performance appraisal, which is divided into two levels once they have a director’s position or higher. So we would focus on competency and KPIs related to their duties or responsibilities (functional) at approximately 50%, and the 360 degrees

method will be assessed in order to obtain a different perspective from those employees to work with and peer review at the same level or higher levels. The employees in lower positions will be based on KPI as well to emphasize the role of work in accordance with their responsibilities and the organizational objectives. So, the competency is used to develop employees' potential by the performance appraisal two times annually in the middle and late in the year, so that the supervisors will regularly communicate with the subordinates..."

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; explained that;

"...The Company's employee performance appraisal policy uses KPIs or Key Performance Indicator to measure employee performance. The manager's position or senior management will use the 360 degrees method evaluation for the performance appraisal, which will be made once a year. However, the new procedure must be done twice a year, in the middle and late of a year. The assessment criteria are designed to be tailored to the employees in each position, and the competency will be assessed in order to determine the performance, capability, and behavior of the employees. So, the company will plan to develop the knowledge and capabilities of employees to increase their potentials, which will be used as information for their career development plans. At the same time the processes, called the People Report Review, is a tracking process of the assessment and to give feedback to employees for their improvement..."

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, said;

"...The employee performance appraisal is conducted by Top-down executives. For the managers, the KPI will be applied to the working line, but

the competency assessment will be added by the performance appraisal method starting from the 180 degrees assessment, which is measured by the management that works closely through a Cross-Function method with Peer review. However, they only do work that is relevant to the task but do not assess the subordinates. Thus, we plan to use the 360 degrees method in future, allowing the subordinates to directly assess their supervisors...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, commented;

“...All SCG employees will be evaluated for their knowledge and competency then establish an individual development plan or IDP from the board of Management Deployment Committee by using KPIs to consider in conjunction with the hard and the soft sides. There are four phases: 1) Self-performance assessment, 2) Competency assessment by using the role base, such as the core competency, leadership or technical competency, 3) Portfolio and productivity assessment, 4) Apply Rewards by the KPI as Target Setting. Then we take the performance results to assess the output into levels; excellent, good, and moderate, to find out the strengths and weaknesses of the employees. As well as, this can be a coaching guideline for the supervisors to teach their subordinates to perform their jobs efficiently and also lead to succession plans...”

The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited, said that;

“...CPF’s employees will be assessed by the two-dimension method which is KPIs for approximately 70% and measured from a capacity dimension through six organizational values for approximately 30%. The results of the assessment will be brought in to the human resources development plan at all employee

levels, which consist of leadership and professional development plans, career path, and succession plan...”

Therefore, the researcher found that the employee performance appraisal process of the leading organizations of Thailand consisted of two major parts. First, the performance assessment, which is conducted twice a year in the middle and at the end of the year. The supervisors could track progress on a regular basis by using the KPI system (Key Performance Indicator) based on the employee’s primary function. If it is a high level of management, the 360-degree method is evaluated as well. Then the competency assessment section will be conducted once a year to ensure that the supervisor’s strengths or weaknesses are used to develop the potential of employees.

4.3.4 Employee Performance Effectiveness Enhancement Survey and Study

Most business organizations will have a process to collect periodic employee assessment information to use for individual employee development planning and to develop the effectiveness of employees in the future. The technique and tools are used by the organization to develop the curriculum, which are guidelines for the training courseS to increase the effectiveness of practices in two ways:

- 1) The organization hires consultants or a world standard companies to help plan and design training courses for the employees, such as the Sasin Institute of Chulalongkorn University, PacRim, or Harvard Business School.

- 2) The organization does not hire the consultant but assigns the human resources division to design the training courses that are necessary to enhance employee performance. They will provide the additional courses that employees are interested in, then establish an organizational training curriculum. The training course should be in accordance with the individual employee development plan to improve skills and performance.

The statements below come from the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited;

“...We hire the consultant to assist in the design of the fundamental concerns in the framework of concepts or development of personnel within the organization for the enhancement of skills and operational effectiveness. This has meant that third-party companies like BBI or Sasin of Chulalongkorn University become more important for the development of the training curriculum.”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...The Training Roadmap is a skill development plan to make employees aware of the process and details of the development of each position. They are closely overseen by their supervisors coaching, in accordance with the individual development plans or IDP, which enables employees to be self-guided and self-developed. So as to be able to work to achieve their goals, the bank will focus on promoting employees to reach the highest possible point of employee’s potential...”

The Chief Operating Officer of Mono Technology Public Company Limited, mentioned that;

“...Organizational employee assessment will be aware of the strengths, weaknesses, or defects of the employees, as well as each division collects and proposes to the management team. The HR team would classify the topics for the employee who would like to develop self-improvement, then the HR team gathers and summarises the results...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc., remarked that;

“...AIS has engaged in collaboration with international institutions from the Harvard Business School, which has developed a leadership development program to comply with the individual development plan or IDP’S, as well as learning from real experiences or AIS Creative talents (ACT) programs. The combined learning of all sorts of people in order to grow creativity and empower people through the cooperation of MIT, with an innovative consultant that promotes AIS’s business to grow in a sustainable manner...”

The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited, contributed that;

“...The Company has cooperated with PacRim, a global human resource development consultant through development tools from Franklincovey to develop a curriculum to endorse the leadership and abilities in each level of the employee to develop personnel to be potent and effective persons in working from the knowledge obtained...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, said;

“...The Company will survey the employee’s learning and development procedures, starting regularly in December to February every year. Therefore the employees will assess their knowledge and develop their personal development plans, both the leadership profession and technical operations in the business sector to identify any lack of competency. For that reason, the employee will plan with the supervisor to seek out their strengths and weaknesses. Then they have to study, develop, and manage the courses according to the employee’s shortage skills found from On the Job Training or OJB. Furthermore, this process will be monitored by supervisors for coaching, action Learning, Network and self-learning, either conferences, or forums. These will be conducted from March

through November. Last, the third step is conducted from June to July to analysis the IDP mid-year review...”

4.4 Employee Engagement and Effectiveness Establishment through the Organization Internal Communications Management Innovation

4.4.1 Organization Internal Communication Management Innovation Usage to Establish Employee Engagement

From the in-depth interviews, the researcher analysed the use of organization internal communication innovation to establish employee engagement. There were three main concerns, including human media, technology media, and activity media, which are summarized in figure 4.8.



Figure 4.8 Organization Internal Communication Management Innovation Used to Establish Employee Engagement

1) Human Media

Human media are the most effective form of internal communication within organizations. This causes many leading business Thai organizations to choose human media as the first tool for internal communication. Human media are able to access and build intimacy with most employees. Therefore, organizations tend to rely on developing communication innovation from human media to establish employee engagement. Hence, there are techniques or methods of using innovative communications, such as skill development for executives who are able to communicate effectively, human touch

communication, face-to-face or direct communication, Engagement Ambassador Team communication, and informal Town Hall conferences.

In the interview with the Vice President HR Management of PTT Global Chemical Public Company Limited; He remarked;

“...Recently, the company’s employees are diverse in their age range with forty percent of generation Y employees, but they are not a significant factor, which would cause the different rationale of employee engagement. However, we believe that how we try to understand and listen to each other or take more care of subordinates, particularly by increasing employee engagement through human touch communication rather than sending messages through innovative tools such as Line...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...Otherwise, organizations with teamwork will succeed or not, having good relationships with each other would be the basic fundamental through collaboration. It should not be a virtual method to create a relationship. Therefore, the most important key is to meet face-to-face to improve the relationships, which is a good culture of Asian people...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; explained;

“...Most employees use e-mail or the intranet as communication tools, so the use of an innovative communication tool is not a challenge. However, the employees have a fairly common commitment, which is quite different from other companies, where I have worked. They do not only use technology, but they also use Line groups, walking by each other, and making a phone call to participate in their work...”

The interview WITH the Human Resources Director of Toyota Motor Thailand Co., Ltd. stated;

“...Our concern is with Humans, so we provide the promotion of HRD or human resource development to employees at all levels. However, one of the most important elements to our work and communication is “no movement from the head then no actions from subordinates”. Therefore, the HR must mainly focus on the management levels and try to understand the correct and efficient human resource development. As well as, they should be able to manage people’s feelings or soft side skills, which could establish good engagement with the organization...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“...We must establish skills for executives at various levels to prepare themselves and be ready to manage human resources because the communication could make a better understanding by these skills. The company will support communication through managerial level training and coaching, once they improve communication skills then they could help the subordinates to have better communication skills and encourage more employee engagement...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited added;

“...In the meantime, the company will increase the quality of the internal communications to be appropriate for new generations. In the early stages, we will gradually rely on the time to alter any ideas which probably caused by bias. Also, we listen to engagement ambassador employees and found some

difficulty to change. However, the high-level management team believes that this campaign would minimize gaps and enhance effective communication. At the same time, we can also create team skill on their jobs regarding our guidance, training, and coaching...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, commented;

“...The short-range communication and unofficial town hall conference will help to establish more intimate close-up relationships between the executive and the employee and foster a family-like working environment. Once anyone has an inquiry, he could approach directly to the source. Good communication should not have too many layers or levels because communication may cause confusion and lead to false interpretations from hierarchical communication. This causes messages to be communicated to the operational employees from one-hundred percent, may only be twenty percent left, resulting in a significant drop-off messages...”

2) Technology Media

The innovative communications that could help to expedite messages and be accessible at all times are the use of technology. Most leading business organizations in the country therefore develop innovations in the organization using technology as a communication channel between senior executives and the employees. Furthermore, it could help the organization to establish employee engagement in which the organization internal communications management innovation from technology media, such as creating a broadcast tool online, use of Line, including electronic channels, such as e-mail or corporate applications.

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, provided information on the use of innovative communications management to establish employee engagement with technology.

“...Communication is an important matter. We intend to invest in innovative technologies to communicate in the organization. For example, “PS meets employees” event, we introduced technology tools to broadcast audio and video in the conference room online or through the internet to all employees to be able to watch simultaneously for both the employees who work within the refinery and at the regional offices. As well as the intranet for the employees to be able to watch later, preventing the employee from dropping out of communication...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, stated;

“...The bank has developed a channel to listen to the needs or comments of the employees. By encouraging employees to communicate issues or concerns about working directly to the CEO, such as the Sunday Talks with Khun Artit Nanwittaya, as a communications channel from CEO to employee who gives employees the opportunity to express their opinions via e-mail, purple talk e-mail channels to chat with Vice President, staff hotline and bank chat web board. The principle of communication is to strengthen the engagement between employees and the organization...”

3) Activity Media

Activity media is an internal communication management innovation that establishes an intimate approach between executives and employees, with various activities used to communicate for different purposes, such as asking for employee feedback, talking on an occasion, and to congratulate an employee. The organizations manage internal communications in the organization to generate employee engagement through activities, for example, employee meeting road map and meetings at the company venues.

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he stated that;

“...The technological innovations will help to reach more employees, however the commitments we have in the organization are not dependent on technology, but it is based on the warmth, as well as the behavior of executives rather than a way of organized activities that create between executives and employees from the events of New Year, the talk between an executive and an employee on a different agenda, and visiting and greeting the employees. This will ensure sustainable engagement by the executives who will always mention that this is where work is like a second home that everyone wants to participate in. Therefore, employee engagement cannot be created through Social Media by itself...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, said that;

“...Communication management allows employees to perceive the identity of the CEO, but the action importantly helps to build a perception of care in the matter. For example, employee greetings for two or three times a week and around an hour once and meeting with provincial branches to communicate closely with employees and listen to problems or needs at the same time. This can result in less impact than effective mail...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, commented;

“...All employees could participate in all activities. For example, a flea market, music event, and venues. We have our activity committee to organize the activities to meet the individual lifestyle and needs of the employees in each generation; Baby Boomer, Gen X, and Gen Y. Thus, all groups can participate happily and create commitment of employees in the organization, including the flexible working time, where employees can choose their time to work accordingly...”

Therefore, the key informants agreed that the use of innovative communication management within the organization to establish employee engagement to the organization of the leading organization of Thailand in three key areas: 1) Human media, such as the development of executives of Human Touch Communication, confrontation (face-to-face), talks, communicating through the Engagement Ambassador team, and Town Hall meetings in an informal environment. 2) Technology media, such as using the online broadcast tools, use of the Line application, and any electronic channels to share ideas, comments, and consideration. 3) Activity media, such as meeting and greeting the employees and meeting the employees in the company activities.

4.4.2 The Use of Organization Internal Communications Management Innovation to Increase Employee Efficiency

Most business organizations use internal communication management innovation by applying technology to help increase employee efficiency through meetings, works, and internal communications. Technology improves communication accessibility, shortens traveling time, improving work procedure, and employees can access information anytime and at the same time. The Organization internal communication innovations are used to optimize performance, such as video conference, digital workplace, the Yammer program, and Microsoft 365. The technology is also used for employee knowledge development, such as e-learning systems, provide skilled staff to help convey experiences or share knowledge to a colleague or to find a common point of demand between companies and employees also known as the Sweep Spot.

In the interview with The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, he remarked;

“...We have four headquarters buildings in Ratburana, Phaholyothin and ANother two in Chaengwattana. There are several internal official meetings. Therefore, the senior executives have used the video conference system technology to help communicate for meetings via notebook, mobile phone, or iPad in any location. They do not have to show up in the meeting room. This

also will allow all attendees to see the same content while the meeting is underway, thereby increasing the convenience of communication and reducing the duration of travel, resulting in more productive work...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

“...The management has the opinion that the use of communication technology, such as a digital workplace, will develop a modern work model that will help to make the connection and increase the relationship between the bank and the customers. It affects the productivity of employees, such as steadily working procedure improvement in the back-office and credit approval, as well as social media customer services. This has been increasingly challenged by the use of technology to help our employees to work more efficiently...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, said;

“...Using Yammer program as a tool to perform the network activity of each division, the program can create a group for knowledge sharing and the ability to work efficiency. However, the number of employees using the Yammer program currently are still small due to unfamiliarity with the program. In the meantime, the employees are used to e-mail, so they share knowledge via the e-mail instead of using Yammer program. The Yammer program has made changes in the format for communication, as Gen X and Gen Y employees are interested in this program...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...We support the employees to gain their knowledge by self-learning then share the knowledge through our channels with new trend method, which are effective and easy to access. For example, e-learning and digital technology, as well as Knowledge Management Portal via the intranet to create a community of knowledge (CoP) and to develop and create internal trainers as a way of exchanging knowledge among the employees...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, remarked;

“...SCB is constantly trying out new applications as tools. According to these tools will help to improve the channel to communicate and work more efficiently, such as Microsoft 365, where the bank is going to use it. As well as other programs or methods of communication, such as vdo conference or document sharing, are used to reduce employee travel time to attend meetings from other provinces. Thus, the employees remain at their own desk, but they can participate the meetings. This will be a revolution of the organization that will be installed in all branches...”

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited, said;

“...New methods of communication innovation that applied to a working procedure, instead of traveling to meet with clients and its affiliates by using the teleconferencing method or video conference, the Skype Pradow ZX. This would help to enhance work efficiency, including the use of the IT system to help manage the Learning System or LMS. So that employees can manage their own learning through the LMS system since they view their roles, performance appraisal, gradually collecting employee accomplishment documentation, and learning by using a digital classroom, such as e-learning or Gamification, where employees can study at any time. This increases the opportunity of learning...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he mentioned that;

“...The executives convince the employees to have the inspiration to work by bringing in the knowledge change method. A skilled employee, (guru) or one that has a good point of view, shall convey the knowledge or share their experiences with colleagues. As a result, the employee has good feedback with this method because knowledge sharing helps the employees to have the ideas to enhance work efficiency and strengthen relationships among them...”

The Assistant Managing Director, Executive Office and Promotional Sustainable Development Corporate Social Responsibility and Sustainable Development of Charoen Pokphand Foods Public Company Limited, contributed that;

“...We focus on adding skills, knowledge, and professionalism to employees all the times, also we set up a training center under the name of CPF training Center (CPFTC) to take responsibility for the personal development to the employees to become talented at work, as well as the human, and business aspects. This learning innovation enables employees to learn about working on their own anytime and anywhere through a variety of channels such as website, e-learning, and interactive simulation...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He commented;

“...Toyota has triangular or three-wheel management principles, also known as the Sweet Spot, similar to the Channel 7's logo, by using innovative communications to help lead to performance and engagement at the same time. There are three key principles: 1. Need is the organization need something which is expected by the organization or business 2. Seed is the requirement for each job, and 3. Want is what employees need by the three reels. The Sweet spot is a point for the optimum benefit, that both organization

and employees are eager to benefit from by means of a positive approach to the common point of communication or surveys...”

Therefore, the researcher found that the use of internal communication management innovations enhances the effectiveness of the employees of the leading organization in Thailand. They apply the technology to meetings, working or internal communications, such as the use of the video conference system, a digital workplace, the Yammer program or Microsoft 365 section. Most of them use technology to develop the knowledge of the employees, such as e-learning system, providing a skilled employee to help and convey experiences or share knowledge, as well as to find a common point of demand between the company and the employees, also known as Sweet Spot.

4.4.3 The Consequence of Organization Internal Communications Management Innovation Usage to Establish Employee Engagement and Effectiveness

The researcher found the consequence of the organization internal communication management to establish employee engagement and effectiveness of Thailand’s leading business organization, there were two main issues; the results of employee engagement and effectiveness enhancement. According to the summary in the figure 4.9



Figure 4.9 The Consequence of Organization Internal Communications Management Innovation Usage

4.4.3.1 The Consequence of Employee Engagement Establishment

Most Thai business organizations prefer to bring in innovative internal communications management to establish employee engagement. The consequence of using this innovation can improve the relationship between employees within the organization, creating intimacy, generating interactions between colleagues and supervisors, and providing opportunities for employees to propose opinions or channels for employees to deliver innovative ideas.

In the interview with the Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, he said;

“...Line application is automatically applied to the working procedure. However, the bank still tries to encourage employees to use the new platform of technology, which expects IT to cause more interaction in the organization as it is an open forum with high mobility. Then all employees can use a notebook or iPad to access anywhere. It can also improve productivity and focus on flexible work that helps attract employees with a good experience...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited remarked;

“...The innovation of communication will be an integral part of establishing intimacy and impression to employees within the company, as it will help employees communicate more easily. Especially for the newcomer employees, we do an on boarding process to add them into Line Group in which the group has a manager and an employee in the section. Furthermore, this procedure can create a good relationship before starting work or joining the team and this makes the new employee feel positive...”

The First Executive Vice President and Head of CSR of the Siam Commercial Bank Public Company Limited, had the opinion that;

“...A new approach allows employees to communicate by writing stories, sharing point of views, and perhaps a series of activities. This is more approachable and increases the employee’s trust and sincerity, as well as providing an opportunity for employees to write more stories that make it easier for executives to get feedback....”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...The main reason for using innovative internal communication is to improve the interaction and keep the relationships closer than only using technology among the employees. So AIS has a significant emphasis on Human Touch matters and these interactive patterns are found all across the organization...”

4.4.3.2 The Consequence of Employee Effectiveness Enhancement

The business organizations incorporate communications management into their work procedures, which contributes to better results in increasing operational efficiency, such as easily distributing internal information to employees. There are sharing spaces available, so the employees can form networks of work and exchange knowledge, and the supervisor has a self-command management system which adds a channel of decision-making to work.

In the interview with The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, he stated;

“...Nowadays, all employee have a mobile phone. Thus, the company encourages employees to access information via the device with internet access to wi-fi, as well as improve the speed of data connection. We aim that the employees can easily access the information and use them to improve job performance. For Example, an employee who works in shifts can

communicate and transfer his tasks or forward tasks, as well as report any problems to colleagues through Outlook e-mail via mobile phone once it is connected to the internet...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he made this point;

“...Recently, most of the work is done through Line group, since when typing text into Line group, it can be a proof of order, as well as the ability to share ideas more easily because the Line application can do everything you need to send the file, post message (post text) or a link for VDO, This increases communication channels and decision making, as all employees can read immediately or later. This makes it more comfortable than in the past and is an important part of efficient work....”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...The internal and external training courses for the employees will provide the opportunity to meet new friends, bond a network (network), and create a social connection. As a result, they could have more sources of business knowledge or ask for any further help if they are in trouble. When the employees attend a course, they will gain experience and knowledge to share with other attendees in the class. Thus, they could form a network and exchange knowledge...”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, stated that;

“...The HR is now in the development process due to the need of Line managers to have a bigger role to manage and organize all the matters by themselves. They should be able to do the recruitment, collect the information

from subordinates, and evaluate the performance appraisal at anytime, follow up work progress, and improve competency development to be related with technology and increase work productivity...”

4.4.4 Age Differentiation and Innovative Internal Communication Usage

Recently, most Thai business organizations have employees in age differentiation from baby boomer, Generation Y, and Generation X. The key factor that causes business organizations to experience a problem in communication innovations is in regards to these differences in ages. They are different in habits of behavior, such as younger employees, are responsible for using technology, but older employees prefer face to face conversations. Therefore, training, tools, education, and the study of behavior or nature of the lives of employees may avoid the issues such as using spoken language through communication channels and limitations on the use of technology.

In the interview with the Vice President HR Management, PTT Global chemical Public Company Limited, he remarked;

“...The communication issue has two dimensions: Age-Range or generation dimension and operational dimension, when they both work in the plant and the back office. The new generation would expect for DIY or Do it yourself system such as the development of HR GURU, to act like Google of HR. Once an employee wants to know or is interested in any concern, they can use a keyword to search for it. For example, attendant record, absence requisition, and company holidays. However, this works for Generation X and Y employees. But the Baby Boomer employees will focus on the call, and ask or talk rather than search through technology...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he stated that;

“...Generation matters are sometimes different in behavioral use through communication channels in official or non-official forms, such as talking

through Line application. The language may not be very official, but some of the work would still require the subordinates to use the formal language the same as other channels. Some supervisors would feel uncomfortable using Facebook Messenger or Line to request sick leave. They only accept leave requests through email or phone call. This could cause an issue as well...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, explained;

“...Currently, the bank employs generation Y ranges, approximately seventy percent, especially in branch networks. Therefore, this group of employees are the majority of people in the organization. We are trying to bring innovations to use without being made for a new generation or older generations, but the Digital Workplace is a route that helps employees to work better. It allows employees to access knowledge or help to collect knowledge through technology, although some employees have limited technology usage. As a result, the bank is ready to provide opportunities and support for that group of employees to develop skills through training...”

The Executive Vice President, Corporate Management and Sustainability Development Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, said;

“...The problem of communication between the generation gap might be a problem because Gen X and Gen Y employees always play Social media while working. However, the Baby Boomer employees are still unfamiliar with technology, then this cause gaps in working. By the way, one thing that came to fulfill or respond to the use of technology of today’s communication is the Line Group, because this is now seen as being used by elderly people 60-70 years old. Mobile phone I-pad Chat via Line, so this will significantly reduce the gap on age differences...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...When we talk about the older generations of AIS employees, the Baby boomer employees who are most likely retired. Therefore, there are only a few of this generation remaining in the company. The majority are the Generation Y employees about seventy percent, and along with the company’s business as a technology innovation, allow the two groups to use innovation to communicate harmoniously and the top executives here are living with the Generation Y, so the time you think or what innovation will be to understand their habits and lifestyle....”

4.4.5 The Organization Internal Communication Management

Innovation Factor toward the Achievement of the Employee

Engagement Establishment and Performance Efficiency Increment

After analysing the in-depth interviews of the key informants, the researcher found the factors that the innovation of internal communications management in the organization contribute the accomplishment of employee engagement establishment and performance mainly consist of four factors. These are; 1) sender, such as the role models of executive, supervisor development, identifying communication plans, and employee emphasizing; 2) message/content, so content shall be interesting, easy to understand, suitable for each target group, easy to apply and understand the context; 3) channels such as, the variety of communication channels, promoting the use of technology channels, communication frequency, and face to face communication; and 4) receiver/audience communications through talk (face-to-face) and 4) designing communications related to target audience. A summary is in figure 4.10.



Figure 4.10 The Organization Internal Communication Management Innovation Factor Toward The Achievement of the Employee Engagement Establishment and Performance Efficiency Increment

1) Sender

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited stated;

“...One thing is that the Leadership must act as a role model with responsibility, as employees will engage or work effectively depending on the head. Thus, the head must know his chief role by promoting team work, coaching and making good work practices. To work at full efficiency the executive believes that subordinates should work happily, but if the head does not teach the job but focuses only on the result, the subordinates may feel they don’t want to engage...”

In interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd., he said;

“...In case an employee sees that a worker’s approach to the TOYOTA way has been a benefit, the employee would like to follow, but it is important to have management to be a role model, because when the head and the tail are

shifting, and communication takes place both in the vertical and horizontal levels, it is also important....”

The First Executive Vice President and Dean of SCB Academy of the Siam Commercial Bank Public Company Limited, had the opinion that;

“...It is not only communication that is important, but we will also communicate through actions or behaviors that the executives conduct so their employees can see them as the role models. When something happens negatively we will come out to help ...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, point of view was that;

“...It would be successful rapidly if the high-level executives down to the middle management use the media and innovation as role models. They comply “By Idea” in the use of top-down, it is necessary to provide an example to employees who can see that the senior executives are using such innovations in communicating with the employees...”

Also he added;

“...The Company will cultivate Line managers acting as HR managers, because when the high level manager can comply “by-in” with the skills and ideas of such matters, as well as provide a tool for the development of all personnel to perform regularly. This would include the development of communication skills, allowing managers to supervise more subordinates. Therefore, effective communication is developed in a better way. It is useful to long-term organizations because the organization is available with people and good systems...”

The Vice President HR Management of PTT Global Chemical Public Company Limited, mentioned;

“...Innovation will lead to success. The communication agent must place the overall matters as the first priority. Then they will have to identify each matter to communicate appropriately and consistently in any scenarios...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...Focusing on the overview of the organization that is not just AIS, the management would consider the employees as the last priorities in the past. In contrast, most of the successful international companies focus and pay more attention to employees as their first priority as the employees will lead the company in the future. Either, the company used the communication tools that have evolved and advanced progress, but as long as the organization cannot identify their direction, it will be at risk of failure. Therefore, internal communication is important...”

2) Message/Content

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited commented;

“...The best innovation is people and content because people often interpret it as an innovative tool but every company normally has a computer. Therefore, the most important thing to do is to make content more attractive to employees, to help make it easy to understand or work. To provide a good tool, but the content presented may be hard-to-understand and cause the employee to ignore or make the wrong interpretation to lead to invalid work...”

“...It is very important in regard to message texts to communicate that the team must specify between “Need to Know” and “Nice to Know”. The “Need to Know” is a matter of communicating that it’s a must - such as the policies. The “Nice to Know” is related to a specific group of the employee, but the others do not need to know, such as issues at the head office. So, the regional employees may not need to know. As a result, the “Nice to Know” messages might become junk messages sometimes for a specific group...”

The Human Resources Director of Toyota Motor Thailand Co., Ltd., made this point;

“...The communication is important, because if the employee sees the same information, we can do brainstorming. Then everyone will have the right to comment on the basis of fact. This will help the communication innovation usage become successful...”

3) Channel

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...The traditional communication formats may occur more efficiently in some matters such as the need for a clear data communication campaign on an employee’s computer by message poster to remind continuously in some specific places. Thus, communication in one activity requires several channels to succeed...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he said;

“...In the past, communication would be too complicated to reach employees through many levels of media. Sometimes a subject that needs to be sent to an

employee may have been changed. However, the communication recently improves with the technology to increase the number of communication channels. As a result, employees receive information more clearly, once the organization publishes a piece of information through Social Media like Facebook. This would be an advantage and make sure that everyone could receive the information at the same time without any additional interpretations. Furthermore, organizations that frequently communicate and always make opportunities to communicate with their employees, help communication outcomes to be a success. The organization can experiment with creativity in communication, such as communicating to all directions, selecting the suitable channel, and providing space to have conversations...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He remarked;

“...For the communication method, innovation helps to improve communication. It’s easier to process. However, the disadvantage of innovation is the decline of engagement, such as an employee evaluation through the system, making the employee feel like a machine, which is a common feeling that it will convey how much a supervisor is willing to pay attention to his subordinates. Providing feedback with the advantages of employees through the system is less effective than talking, which is not to be discarded, but the key factor in promoting the employee to the supervisor of the talk is to be more bound by communication...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, remarked;

“...Openness and the opportunity to communicate with others at all employee levels are good, on both working issues and other businesses. Refer to the tools that facilitate easy access to the information and provide more

opportunities for face-to-face communication, then enhance the effective organization's internal communications. Sending a message alone is misleading sometimes and may cause problems, in case the employee combine the phone call to talk, it might quickly handle the issue..."

4) Receiver /Target

In the interview with the Vice President HR Management, PTT Global Chemical Public Company Limited he explained;

"...The innovation of communication is designed to meet the coordinates, which must be designed according to the characteristics of the receivers, where the design of the communication to establish an employee's engagement must have a good communication channel..."

4.4.6 The Organization Internal Communication Management Innovation Factors that Impact on the Failure of Employee Engagement and Performance Efficiency Increments

Once management brings in new communication innovations but lacks consideration of their advantages and disadvantages this may result in the introduction of the innovation to fail. The factors that hinder or cause failures for the release of the communication innovations in the organization to establish employee engagement and performance effectiveness may be - false communications (misunderstanding), wrong interpretations, lack of adequate communication innovations, lack of communication through continuous and innovative channels, and mismatches with the target group, as well the possibly conflicting presence of social media.

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, said that;

"...Email or Line communication could make the faster job process, but we could not discover the employee's feelings or their needs, because writing e-mail, typing text in Line, or sending certain data, may cause misunderstandings or false interpretations from the intention. Also, the use of

current communication innovations may cause incorrect behaviors in society. Because the communication tools called social media to become more central to the employees. They may adhere to the traps of the unconscious due to misunderstanding the context...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; stated that;

“...Some companies use tools to communicate in work procedures, but the result showed that employees at work feel more apart. Therefore, it does not utilize the tools, but what is seen by the employee is to send us less by e-mail, sometimes misleading or potentially seeing a quarrel develop because of a wrong interpretation. So e-mail is not a key factor in the workflow...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he thought that:

“...Generally, the management team will ask to connect with the bottom-line employees via Line Application and Facebook, which cannot be prohibited because the management team often use this channel to communicate and track the employee behavior. This can have pros and cons, once the executives speak or post a message then they can immediately communicate directly to the employees and may be able to express their thoughts. This may impact on the employees and cause confusion, when the communication is not in the proper way, such as a supervisor posting on Facebook about his own laziness while he keeps telling his subordinates to work with diligence. This may result in an image being created that is causing conflict and lead to the possibility of failures in communication innovation...”

“...The obstacles that we have seen are negative outcomes when the organization keeps quiet. If the executives are too shy, they cannot really transfer DNA to their subordinates, or they can only do it partially...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited stated;

“...We do the public relations and promotional activities, communicate how the tools used in this communication are useful. It turns out that less public relations can cause employees having less perceptions. This represents the failure of organizational innovation achievement. For that reason, online public relations and promotional activities shall be able to benefit employees and able to foster engagement...”

“...If the innovative communications are a failure, it is likely to be an integral part of the users who brought in the system as a tool. Since they lack of knowledge nor a trial process. They were only concerned about the product itself and that it is a new and good program, also successful in other companies. They urgently used and brought this into the company, yet in fact it was not appreciated by the users. The program might not be suitable for the context or behavior of employees in the organization...”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He commented;

“...One of the possible failure factors is the irrelevance of content, or the approach, as well as the recipients and circumstance at that moment. We shall focus on the different context of the contents, which some of which are quite serious contents, but sometimes they also need to stimulate attention informally. Thus, the executives must choose the suitable method to suit the entire content and the recipients...”

The researcher found that the innovation of communications management in the organization's at times failed to enhance the engagement and the performance effectiveness of leading companies in Thailand. Therefore, the use of technology or innovative communications may result in misunderstanding, wrong interpretation, a lack of continuity, inadequate communication innovations and public relations, be

inappropriate for corporate employees, and create conflicting presence contexts with social media.

4.4.7 The Trend and Adoption of Organization Internal Communication Innovation Management toward Employee Engagement and Performance Efficiency Establishment

Business organizations must adapt rapidly to the changing world. The use of innovative communication technology is a must-have solution for many business organizations. Most of them accept and are ready to bring new communication innovations to the organization in to create employee engagement and performance effectiveness. Appropriate communication innovation management expedites communication as a tool that helps to work efficiency and effectiveness, as well as forming a better relationship among employees. Because of the innovation of communication, this helps establish the intimacy between the employees of the organization, sharing knowledge between colleagues, and increasing the organization's information channels. Moreover, employees are able to choose the right communication channels for their lifestyle and work habits.

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he remarked:

“...The Company's advantages with new technology for most employees are the new generation. Once the management brings in technology to work, the new generation of employees is excited and interested in using that technology. However, they have to dedicate their time to learn, to understand the new channels of knowledge, and to write the contents accordingly. These might cause difficulties, so training must emphasize the fun factor to reduce boredom and hold their interest...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; recommended that;

“...AIS mainly has the new generation employees about 70%. They accept and use innovation in very short periods when the company introduced technology to improve work and to improve the communication process. As AIS is an organization in the telecommunication technology industry, employees are interested in learning and improving themselves to respond to such matters. This allows executives to never stop thinking of new tools to meet their employees’ work needs....”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, said;

“...Modern technologies make our personal lives more advanced than working life. In term of personal life, the employees are able to keep the data on the Cloud system, while the work life is to follow one another. We have a significant emphasis on investing in this innovation with the expectation that the employees are flexible and having a greater interaction at the same time to help their employees work more efficiently under the pressure of working environments...”

The trend to the adoption of organization internal communication innovations towards employee engagement and performance effectiveness establishment of leading companies in Thailand, means they are ready to use innovative communication management technologies to increase employee’s job performance, increase communication channels, as well as improve relationships between employees in the organization.

4.4.8 The Recommendation for Organization Internal Communication Innovation Management toward Employee Engagement and Performance Efficiency Establishment

Several factors emerged from the feedback on the introduction of communications innovation management in the organization to establish employee engagement and job performance of the leading companies in Thailand. For example,

the organization's communication team must fully understand the SMCR process. Also, the direction of the organization must be clear for the introduction of internal communication innovations. The introduction of these innovations must consider the composition of the organization, as well as it must be clear, easy to use, and appropriate for employees' context. Moreover, providing a stage so that employees can share their opinions or express feedback about the introduction of communication innovations in the organization which may reduce the length of meetings.

The Head of HR Strategy & Integration of the Siam Cement Public Company Limited said;

“...Each organization sets the Core Value and content differently for internal and external communication. However, it is impossible to follow other organizations' success. Therefore, the communication team must have a thorough understanding and awareness of SMCR, as well as to what process to achieve effective communication for most...”

The Senior Executive Vice President-Human Resources Division of Kasikornbank Public Company Limited, commented;

“...Technology actually is just a tool. However, the organization direction is very important. The CEO can notify employees clearly of what the organization is doing, how it is going to be, and what would be the next steps. As well as, the changes that might happen with the solutions to implement the changes. So, this could help the employees to understand the situation and cause the measurement of the changes as they happen. Then they could better appreciate the changes from the lessons that they have learned by utilizing the new technology...”

In the interview with the Chief Operating Officer of Mono Technology Public Company Limited, he recommended;

“...The introduction of communication innovations should consider the availability or composition of the organization, not only the success of the organization. However, it is necessary to consider the employees of the organization who will be the users to take into account the possible negative consequences for each communication channel because employees will behave differently depending on the context or nature of the business. Therefore, the success of communication should improve communication in all levels and aim to set clear communication objectives....”

In the interview with the Human Resources Director of Toyota Motor Thailand Co., Ltd. He maintained;

“...The use of innovations should be easy and clear. It is necessary to study deeply prior to the new methods to communicate being used. Due to we have many employees, we are not suitable to bring in the new technology right away, we shall establish its pros and cons. However, using traditional methods, although it is not up-to-date, this still allows communication to be clear and reach every target and be suitable for employees in the organization...”

The Executive Vice President, Corporate Management and Sustainability Development of Bangchak Corporation Public Company Limited, advised that;

“...Creating a stage allows employees to show their potential in the field of opinion, as well as provide opportunities for employees to try innovative communications to ensure high-performance communications from employee collaboration. Finally, the organization will benefit from communication because of the correct understanding and two-way communication...”

The Chief Human Resource Officer (CHRO) of Advanced Info Services Public Company Limited and Group Chief Human Resources Officer of Intouch Holdings Plc; recommended that;

“...We intend to reduce formal meetings by focusing on the innovative communication methods that we can use to communicate at any time. The required meetings must be the productivity ones, and the attendees should only be the main persons. Some meetings need to be official, such as board meetings with specific agendas and the objectives. The meeting results ensure that we are able to be more efficient than the past meetings that called the head to report to the executives, then arrange another meeting to revise the task and report progression again....”

The qualitative research results in chapter 4 are the issues relevant to the innovation of communications management within Thailand's leading organization. The researcher used these results as the base to generate the research questionnaires for two key points, which are 1) The satisfaction of internal communication channels in which the researcher gathered the communication channels currently used by the key informants to query the level of employee satisfaction per channel communication in each type and 2) The innovation of internal communication management, which consists of seven variables by the researcher chosen to seek information from the key informants with common points. After that, the researcher developed the keywords of the data to create a question about each variable, such as the organization culture variable in accordance with what the key informants mentioned about the core value of organization culture, to guide the employees to adhere to the work. Thus, the researcher analyzed how the organization culture was consistent with the behavior of the employees to adhere to their practices. These questions needed to be short to help respondents understand the questions easily. Therefore, the research survey aimed to develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand. It also aimed to validate the correspondence of the causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading Thai organizations with empirical data.

CHAPTER 5

QUANTITATIVE RESEARCH RESULTS

This Chapter analyses the data from the survey research, after the process of gathering data from the questionnaires. The data from the sample group consisted of 600 samples who were operational employees in leading organizations of Thailand that are registered with Stock Exchange of Thailand in 2017 and had 12 organizations located in Bangkok, that passed the quality check and were analyzed by statistical methods according to the objective of the research.

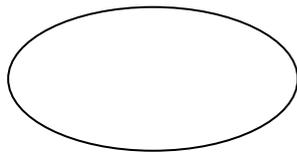
5.1 Symbols and Abbreviations for Data Analysis

To ensure that everyone has the same understanding about the presentation and interpretation of data analysis results presented in Chapter 5, symbols and abbreviations used in the analysis were mentioned as well as the results from the status data of the sample group who responded to the questionnaire. After that, the analytical results were presented based on the order of the research objectives.

5.1.1 Symbols of Causal Model are Stated Here:



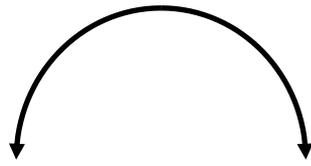
Meaning Observed Variable



Meaning Latent Variable



Meaning Causal Relationship



Meaning Correlation

5.1.2 Abbreviations of Causal Model are Stated Here:

n	meaning the number questionnaire respondents in the sample group
\bar{x}	meaning the arithmetic mean of the data from the sample group
SD	meaning the standard deviation of the sample group
C.V.	meaning the coefficient of variation
r.	meaning the Pearson product moment correlation coefficient
χ^2	meaning the Chi-Square Test
λ	meaning the factor loading
e.	meaning the standard error measurement of the indicators
Sig.	meaning the probability that shows statistical significance
df.	meaning the degree of freedom
R^2	meaning the coefficient of determination (R-squared)
β	meaning the path coefficient
**	means that the statistically highly significant as $P < 0.001$
*	means that the statistically significant as $P < 0.05$
CFI	meaning Comparative Fit Index
GFI	meaning Goodness of Fit Index
AGFI	meaning Adjusted Goodness of Fit Index
RMSEA	meaning Root Mean Square Error of Approximation
SRMR	meaning Standardized Root Mean Square Residual
NFI	meaning Normed Fit Index
IFI	meaning Incremental Fit Index
CFA	meaning Confirmatory Factor Analysis
EFA	meaning Exploratory Factor Analysis
AVE	meaning Average Variance Extracted
CR.	meaning Composite Reliability

5.1.3 Abbreviations and Meaning of Variables

- MS1 = The organization arranges the priority of internal communication based on target group employees.
- MS2 = The organization develops innovative forms of internal communication such as channels or activities for communicating with the employees.
- MS3 = The organization uses appropriate and up-to-date content or message in communicating with the employees.
- MS4 = The organization considers the context or job environment of the employees in selecting channels for communicating news and information.
- MS5 = The organization selects specific employees to be representative of communication between the executives and the employees.
- CM1 = Message and content is interesting.
- CM2 = Message and content is clear, easy to understand and accurate.
- CM3 = Message and content has varied and suitable for each group of employees.
- CM4 = Message and content have been adjusted to be suitable for each group of employees and up-to-date.
- CM5 = Presentation of message and content varies according to the context of information and channels of communication such as Clip VDO, Info Graphic, and PowerPoint.
- FC1 = The organization has formal communication from the executives or the superiors to the employees through Town hall, Memo, Minutes, E-mail, and Bulletin board.
- FC2 = Employees are informed of news, information, and policies, as well as direction of the organization, from the executives or the superiors through formal communication such as Town Hall, Memo and E-mails from the organization.
- FC3 = Current formal communication helps the employees to receive sufficient news and information appropriate for their jobs.

- FC4 = During all levels of the formal meeting, the executives or the superiors regularly inform the employees about news, information, and events.
- IC1 = Informal communication such as Line, Activities, or Executives visiting employees, helps increase the efficiency of internal communication.
- IC2 = Informal communication such as activities and visiting employees helps you understand the direction of your work or what your organization is doing.
- IC3 = Line is a form of informal communication that influences work and group activities.
- IC4 = Line has an important role in informal communication that helps build relationship and intimacy between the executives and employees or between colleagues.
- DC1 = The organization most often uses top-down communication.
- DC2 = The executives or the superiors regular transfer news about the direction, policies, goals, performances, and work method for the employees.
- DC3 = The executives or the superiors give opportunities for the employees to ask questions or express their opinions during the meeting.
- DC4 = The executives or the superiors always inform the employees in advance of news and information about matters that might affect the organization or their work.
- UC1 = The organization gives importance and opportunities to employees so that they may express opinions or give suggestions to the executives or the superiors directly.
- UC2 = During meetings of departments/divisions, employees are free to give their opinions about the work to the superiors.
- UC3 = Employees are able to inform the executives or the superiors about problems or obstacles during work in order to improve the quality of their work.

- UC4 = The executives or the superiors give importance to the opinions of their subordinates before deciding on an action.
- HC1 = Being able to exchange knowledge and opinions about work with one's colleagues.
- HC2 = Communicating with the colleagues about the work in order to have the same understanding.
- HC3 = Opportunities to talk or interact with colleagues in different lines of work.
- HC4 = Face-to-Face communication helps resolve misunderstandings between colleagues.
- CC1 = The organization uses new channels of communication, such as mobile application, as a channels of internal communication.
- CC2 = Being informed about direction of work, strategies, or policies through various channels of internal communication in order to use such information with one's work.
- CC3 = Perceived news and information through various and sufficient channels of internal communication.
- CC4 = Channels of internal communication helps build intimacy among the executives and colleagues.
- CC5 = Channels of internal communication for coordination help increase effectiveness and efficiency.
- CC6 = Convenience and promptness in accessing information through channels of internal communication.
- CC7 = The organization provides channels of communication feedback to the executives or the superiors.
- CC8 = Channels of internal communication are appropriate and suitable with behaviors or daily activities at work.
- CC9 = Face-to-face communication is a channel of internal communication that has the highest quality and give highest effectiveness to job performance.
- MQ1 = The department or division that uses media for internal communication has carefully considered its pros and cons.

- MQ2 = The department or division that uses media regularly conducts assessment of employees' satisfaction with the media.
- MQ3 = The department or division reviews the use of media or channels of communication and stops using ones that are not effective or not popular among employees.
- MQ4 = The quality of media or channels of communication can respond to the needs of work and personal life of employees.
- OC1 = Current organizational culture will be suitable with the goals or direction of the organization in the future.
- OC2 = The established organizational culture reflects the identity of the organization and its employees appropriately.
- OC3 = Organizational culture corresponds with the behaviors of the employees and can be guided in the way they conduct themselves.
- OC4 = The organization communicates or transfer messages about organizational culture to employees through different communication channels so that they may absorb and conduct themselves accordingly.
- OC5 = Having a good understanding of organizational culture and that leads to consistent behaviors that conform to the culture.
- OC6 = The executives or the superiors behave as a role model in accordance with the organizational culture.
- COG1 = Being confident that the organization is changing for the better for its future success.
- COG2 = Understanding about things that need to be done to make the company more successful.
- COG3 = Having a good understanding about the goals and objectives of the company.
- COG4 = Knowing what the company is expected of me.
- EMO1 = Being a member of this organization make me come "alive".
- EMO2 = Thinking that I am suitable to work for this company.
- EMO3 = Being confident that the company will be successful in the future.

- EMO4 = Believing that the supervisor will distribute work to the subordinates appropriately.
- EMO5 = I am proud to tell others I work at my organization.
- EMO6 = Feeling that what the company does truly delivers genuine values to the customers.
- BEH1 = One of the most exciting things for me is getting involved with things happening in this organization.
- BEH2 = Will advice friends or family members to work with this company.
- BEH3 = Recognizing the relation between my work and the objectives of the company.
- BEH4 = Being aware that the company is doing something for its success.
- VIG1 = At my work, I fell bursting with energy.
- VIG2 = At my job, I fell strong and vigorous.
- VIG3 = When I get up in the morning, I feel like going to work.
- VIG4 = I can continue working for very long periods at a time.
- VIG5 = At my job, I am very resilient, mentally.
- VIG6 = At my work I always persevere, even when things do not go well.
- DED1 = I find the work that I do full of meaning and purpose.
- DED2 = I am enthusiastic about my job.
- DED3 = My job inspires me.
- DED4 = I am proud on the work that I do.
- DED5 = To me, my job is challenging.
- ABS1 = Time Flies when I'm working.
- ABS2 = When I am working, I forget everything else around me.
- ABS3 = I feel happy when I am working intensely.
- ABS4 = I am immersed in my work.
- ABS5 = I get carried away when I'm working.
- ABS6 = It is difficult to detach myself form my job.
- PAR1 = Receiving permission to be a part of my performance appraisal.
- PAR2 = Being able to participate in ranging other colleagues (Peer Review).
- PAR3 = The performance appraisal process of the company is conducted on individuals and teams.

- PAR4 = Performance appraisal is about the accomplishment of goals and objective initially established.
- SELF1 = Always being punctual at work.
- SELF2 = Being able to accomplish established goals of work consistently.
- SELF3 = Willing to help others with their work and doing more than having been assigned to.
- SELF4 = Strictly observing rules and regulations of the organization.
- SELF5 = Using all of the skills and knowledge to accomplish work successfully.
- SELF6 = Putting more efforts in order to accomplish assigned tasks on time.
- SELF7 = Always supporting and protecting the objectives of the organization.
- SELF8 = Having necessary abilities and experience related to the work.
- COOP1 = Always cooperating with other colleagues when doing work that is diverse in nature.
- COOP2 = Sometimes helping other employees who face problems in doing their assignments.
- COOP3 = Keeping a good relationship with other colleagues.

5.2 Presentation Data Analysis Results

The statistical method used in analyzing the data was descriptive statistics. The frequency scores of data was shown in percentage, arithmetic mean, and standard deviation. Inferential statistics were also used. These consisted of Confirmatory Factor Analysis (CFA), Structure Equation Model (SEM), and Model Fit Measure. The researcher conducted Goodness of Fit Measures by using the following indexes: Chi-Square, CMIN/df., CFI, GFI, IFI, NFI, AGFI, RMSEA and RMR. The criteria used in this process was processed by a statistical package. The analytical results and interpretation were presented in tables with descriptions. The results of the data analysis in this research were summarized into seven parts, as follows:

Part 5.1 - Analytical results of general data from the questionnaire respondents

Part 5.2 - Analytical results of satisfaction level with channels of internal communication

Part 5.3 - Analytical results of perception of the variable: internal communication management innovation in leading organizations of Thailand

Part 5.4 - Confirmatory factor analysis of a measurement model internal communication management innovation in leading organizations of Thailand

Part 5.5 - Analysis of the correlation between variables of the model of Internal Communication Management innovation in leading organizations in Thailand

Part 5.6 - Analysis of structural equation modeling of internal communication management innovation in leading organizations of Thailand

Part 5.7 - Conclusion of Hypothesis Testing of Causal Relationship of internal communication management innovation and its effect on employee engagement and Job Performance Efficiency in leading organizations of Thailand

5.3 Data Analysis Results

5.3.1 Analytical Results of General Data from the Questionnaire

Respondents

Information in 5.3.1 is the results of general data of respondents, which includes gender, age, education level, monthly income, and length of working with the organization. They are as follows:

Table 5.1 Number and Percentage of General Data of Respondents

General Data of Respondents		Number	Percentage
Gender	Male	243	40.50
	Female	357	59.50
Total		600	100.00
Age	20 - 30 age range	179	29.83
	31 - 40 age range	294	49.00
	41 - 50 age range	98	16.34
	51 - 60 age range	29	4.83
Total		600	100.00
Education Level	Lower - Senior High School or vocational certificate	2	0.33
	Diploma or high vocational certificate	16	2.67
	Bachelor degree	376	62.67
	Post-Bachelor degree	206	34.33
Total		600	100.00
Monthly Income	10,000 - 20,000 Baht	72	12.00
	20,001 - 30,000 Baht	141	23.50
	30,001 - 40,000 Baht	128	21.34
	40,001 - 50,000 Baht	83	13.83
	50,001 - 60,000 Baht	44	7.33
	60,001 - 70,000 Baht	40	6.67
	Higher than 70,000 Baht	92	15.33
Total		600	100.00
Length of	Less than 2 years	52	8.67
Working with	2 - 3 years	127	21.17
Organization	More than 3 - 5 years	84	14.00
	More than 5 - 10 years	152	25.33
	More than 10 - 20 years	126	21.00
	More than 20 years	59	9.83
Total		600	100.00

According to table 5.1, the general information of 600 respondents in the sample group classified by gender shows that most of operational employees in leading organizations of Thailand are female, which is 357 employees or 59.50%. The number of male operational employees are 243 employees or 40.50%.

As for age, it was found that most of operational employees in leading organizations of Thailand are in 31-40 age range, which is 294 employees or 49.00%. Second is the 29-30 age range, which are 179 employees or 29.83%. Third is the 41-50 age range, which are 98 employees or 16.34%, followed by 51-60 age range, which are 29 employees or 4.38%, respectively.

As for education level, it was found that most of operational employees in leading organizations of Thailand hold a bachelor degree as their highest education level; they are 376 employees or 62.67%. The second largest group of employees hold a post-graduate degree, which are 206 employees or 34.33%. There are 16 employees or 2.67% holding a diploma or high vocational certificate, and 2 employees or 0.33% holding a Lower-Senior High School or vocational certificate as their lowest education level.

As for monthly income, it was found that most of operational employees in leading organizations of Thailand has a monthly income of 20,000-30,000 Baht; they are 141 employees or 23.50%, Secondly, there are 128 employees or 21.34% having a monthly income of 30,001-40,000 Baht. Thirdly, there are 92 employees or 15.33% having a monthly income higher than 70,000 Baht. Next, there are 83 employees or 13.83% having a monthly income of 40,000-50,000 Baht. There are 72 employees or 12.00% having a monthly income of 10,000-20,000 Baht, followed by 44 employees or 7.33% having 50,001-60,000, and 40 employees or 6.67% have a monthly income of 60,001 – 70,000 Baht, respectively.

As for the length of time working with the organization, most of the employees in leading organizations of Thailand, 152 employees or 25.33%, have worked for their organizations for 5-10 years. Secondly, there are 127 employees or 21.17% who have worked for their organization for 2-3 years. Next, there are 126 employees or 21.00% who have worked for their organization for more than 10-20 years, followed by 84 employees or 14.00% who have worked for their organization for more than 3-5 years,

59 employees or 9.83% have worked for their organization for more than 20 years, and 52 employees or 8.67% have worked for their organization for less than 2 years, respectively.

5.3.2 Analytical Results of Satisfaction Level with Channels of Internal Communication

This part is the analytical results of satisfaction level with channels of internal communication. The details are as follows:

Table 5.2 Mean and Standard Deviation of Satisfaction Level with Channels of Internal Communication

(n. = 600)

Channels of Internal Communication	\bar{x}	SD.	Mean	Ranking
Corporate Emails	3.97	0.92	High	(1)
Intranet	3.94	0.92	High	(2)
Telephone	3.93	0.94	High	(3)
Social network : Line	3.93	1.00	High	(3)
Emails from supervisor/manager	3.92	1.02	High	(5)
Face to face communication	3.89	1.00	High	(6)
Internet	3.89	1.00	High	(7)
E-Newsletters	3.85	0.93	High	(8)
Staff meeting	3.84	0.89	High	(9)
Company radio television or videos	3.65	1.05	High	(10)
Training classes or E-learning	3.60	1.02	High	(11)
Poster/Brochure/Banner/Bulletin	3.51	1.03	High	(12)
Memo	3.49	0.96	High	(13)
Meeting with senior management such as Town Hall	3.49	1.06	High	(13)
Social network : Facebook	3.42	1.16	High	(15)
Activity/Event/Roadshow	3.42	1.05	High	(16)
Printed newsletters	3.29	1.07	Medium	(17)
VDO conference	3.21	1.18	Medium	(18)
SMS: Short Message Service	3.12	1.18	Medium	(19)
Total Average	3.65	0.64	High	

According to table 5.2, Analytical results of satisfaction level with channels of internal communication., it was found that operational employees in leading organizations of Thailand had a satisfaction level with channels of internal communication at high levels ($\bar{X} = 3.65$, $SD. = 0.64$). When considering each aspect, sixteen channels of internal communication receive high level of satisfaction. They are arranged according to the highest mean as follows: Corporate Emails ($\bar{X} = 3.97$, $SD. = 0.92$). Next on down, Intranet ($\bar{X} = 3.94$, $SD. = 0.92$) Social network : Line ($\bar{X} = 3.93$, $SD. = 1.00$), Telephone ($\bar{X} = 3.93$, $SD.= 0.94$), Emails from Supervisor/Manager ($\bar{X} = 3.92$, $SD. = 1.02$), Face to face communication ($\bar{X} = 3.89$, $SD. = 1.00$), Internet ($\bar{X} = 3.89$, $SD. = 1.00$), E-Newsletters ($\bar{X} = 3.85$, $SD. = 0.93$), Staff meeting ($\bar{X} = 3.84$, $SD. = 0.89$), Company radio television or videos ($\bar{X} = 3.65$, $SD. = 1.05$), Training classes or E-learning ($\bar{X}=3.60$, $SD.=1.02$), Poster/Brochure/Banner/Bulletin ($\bar{X}=3.51$, $SD.=1.03$), Meeting with Senior management such as Town Hall ($\bar{X} = 3.49$, $SD. = 1.06$), Memo ($\bar{X} = 3.49$, $SD. = 0.96$), Social Network : Facebook ($\bar{X} = 3.42$, $SD.=1.16$), and Activity/Event/Roadshow ($\bar{X} = 3.42$, $SD. = 1.05$), respectively.

Three channels of internal communication receive a medium level of satisfaction, according to the mean: Printed Newsletters ($\bar{X} = 3.29$, $SD. = 1.07$). Next on down, VDO conference ($\bar{X} = 3.21$, $SD. = 1.18$) and SMS: Short Message Service ($\bar{X} = 3.12$, $SD. = 1.18$), respectively.

5.3.3 Analytical Results of Perception of Internal Communication

Management Innovation in Leading Organizations of Thailand

The results of variable perception level in the analysis of the model of internal communication management innovation in leading organizations of Thailand consist of: internal communication management innovation, employee engagement, and job performance efficiency. The results of each factor are shown in the details below.

5.3.3.1 Internal Communication Management Innovation Factor

In this part, the analysis was conducted on variable perception of the model of internal communication management innovation, which consisted of management strategy, message and content, form of communication, direction of

communication, channels of communication, quality of media, and organizational culture. The results of each aspect can be concluded as follows:

Table 5.3 Mean and Standard Deviation of Variable Perception of Internal Communication Management Innovation in Leading Organizations of Thailand (Internal Communication Management Innovation Factor)
(n = 600)

Abbr.	Internal Communication Management Innovation	\bar{X}	SD.	Level	Ranking
Management Strategy		3.77	0.67	High	(4)
MS1	The organization arranges the priority of internal communication based on target group employees.	3.92	0.92	High	
MS2	The organization develops innovative forms of internal communication such as channels or activities for communicating with the employees.	3.89	0.99	High	
MS3	The organization uses appropriate and up-to-date content or message in communicating with the employees.	3.25	1.06	Medium	
MS4	The organization considers the context or job environment of the employees in selecting channels for communicating news and information.	3.81	0.93	High	
MS5	The organization selects specific employees to be representative of communication between the executives and the employees.	3.97	0.91	High	
Message and Content		3.58	0.73	High	(6)
CM1	Message and content is interesting.	3.53	1.01	High	
CM2	Message and content is clear, easy to understand and accurate.	3.44	0.95	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
CM3	Message and content has varied and suitable for each group of employees.	3.64	1.03	High	
CM4	Message and content have been adjusted to be suitable for each group of employees and up-to-date.	3.48	1.06	High	
CM5	Presentation of message and content varies according to the context of information and channels of communication such as Clip VDO, Info Graphic, and Power Point.	3.82	0.90	High	
Form of Communication		3.53	0.71	High	(7)
	1. Formal communication	3.62	0.75	High	
FC1	The organization has formal communication from the executives or the superiors to the employees through Town hall, Memo, Minutes, E-mail, and Bulletin board.	3.16	1.15	Medium	
FC2	Employees are informed of news, information, and policies, as well as direction of the organization, from the executives or the superiors through formal communication such as Town Hall, Memo and E-mails from the organization.	3.54	1.01	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
FC3	Current formal communication helps the employees to receive sufficient news and information appropriate for their jobs.	3.91	0.91	High	
FC4	During all levels of the formal meeting, the executives or the superiors regularly inform the employees about news, information, and events.	3.86	1.00	High	
	2. Informal communication	3.44	0.83	High	
IC1	Informal communication such as LINE, Activities, or Executives visiting employees, helps increase the efficiency of internal communication.	3.05	1.14	Medium	
IC2	Informal communication such as activities and visiting employees helps you understand the direction of your work or what your organization is doing.	3.91	1.00	High	
IC3	Line is a form of informal communication that influences work and group activities.	3.39	1.13	Medium	
IC4	Line has an important role in informal communication that helps build relationship and intimacy between the executives and employees or between colleagues.	3.41	1.03	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
Direction of Communication		3.80	0.66	High	(3)
	1. Top-down communication	3.90	0.71	High	
DC1	The organization most often uses top-down communication.	3.84	0.84	High	
DC2	The executives or the superiors regular transfer news about the direction, policies, goals, performances, and work method for the employees.	3.92	0.81	High	
DC3	The executives or the superiors give opportunities for the employees to ask questions or express their opinions during the meeting.	3.98	0.82	High	
DC4	The executives or the superiors always inform the employees in advance of news and information about matters that might affect the organization or their work.	3.87	0.81	High	
	2. Down-top communication	3.77	0.73	High	
UC1	The organization gives importance and opportunities to employees so that they may express opinions or give suggestions to the executives or the superiors directly.	3.70	0.93	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
UC2	During meetings of departments/divisions, employees are free to give their opinions about the work to the superiors.	3.78	0.80	High	
UC3	Employees are able to inform the executives or the superiors about problems or obstacles during work in order to improve the quality of their work.	3.86	0.78	High	
UC4	The executives or the superiors give importance to the opinions of their subordinates before deciding on an action.	3.73	0.85	High	
	3. Horizontal communication	3.74	0.74	High	
HC1	Being able to exchange knowledge and opinions about work with one's colleagues.	3.75	0.85	High	
HC2	Communicating with the colleagues about the work in order to have the same understanding.	3.80	0.87	High	
HC3	Opportunities to talk or interact with colleagues in different lines of work.	3.70	0.94	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
HC4	Face-to-face communication helps resolve misunderstandings between colleagues.	3.70	0.94	High	
Channels of Communication		3.82	0.67	High	(2)
CC1	The organization uses new channels of communication, such as mobile application, as a form of internal communication.	3.75	0.83	High	
CC2	Being informed about direction of work, strategies, or policies through various channels of internal communication in order to use such information with one's work.	3.67	0.90	High	
CC3	Perceived news and information through various and sufficient channels of internal communication.	3.81	0.97	High	
CC4	Channels of internal communication helps build intimacy among the executives and colleagues.	3.70	0.87	High	
CC5	Channels of internal communication for coordination help increase effectiveness and efficiency.	4.04	0.93	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
CC6	Convenience and promptness in accessing information through channels of internal communication.	4.00	0.97	High	
CC7	The organization provides channels of communication feedback to the executives or the superiors.	3.96	0.87	High	
CC8	Channels of internal communication are appropriate and suitable with behaviors or daily activities at work.	3.80	0.89	High	
CC9	Face-To-Face communication is a channel of internal communication that has the highest quality and give highest effectiveness to job performance.	3.70	0.98	High	
Quality of Media		3.67	0.86	High	(5)
MQ1	The department or division that uses media for internal communication has carefully considered its pros and cons.	3.65	0.95	High	
MQ2	The department or division that uses media regularly conducts assessment of employees' satisfaction with the media.	3.60	1.03	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
MQ3	The department or division reviews the use of media or channels of communication and stops using ones that are not effective or not popular among employees.	3.74	0.97	High	
MQ4	The quality of media or channels of communication can respond to the needs of work and personal life of employees.	3.69	0.96	High	
Organization Culture		4.01	0.64	High	(1)
OC1	Current organizational culture will be suitable with the goals or direction of the organization in the future.	3.56	0.98	High	
OC2	The established organizational culture reflects the identity of the organization and its employees appropriately.	4.13	0.79	High	
OC3	Organizational culture corresponds with the behaviors of the employees and can be guided in the way they conduct themselves.	4.19	0.77	High	

Table 5.3 (Continued)

Abbr.	Internal Communication Management Innovation	\bar{x}	SD.	Level	Ranking
OC4	The organization communicates or transfer messages about organizational culture to employees through different communication channels so that they may absorb and conduct themselves accordingly.	4.07	0.82	High	
OC5	Having a good understanding of organizational culture and that leads to consistent behaviors that conform to the culture.	4.17	0.84	High	
OC6	The executives or the superiors behave as a role model in accordance with the organizational culture.	3.92	0.94	High	
Total Average		3.74	0.57	High	

According to table 5.3, the results of the analysis of variable perception of internal communication management innovation in leading organizations of Thailand show that most operational employees in leading organizations of Thailand, in general, have high levels of perception of internal communication management innovation ($\bar{X} = 3.74$, $SD. = 0.57$). After considering each aspect, it was found that ranking 1 was organizational culture ($\bar{X} = 4.01$, $SD. = 0.64$). Next on down, ranking 2 was channel of communication ($\bar{X} = 3.82$, $SD. = 0.67$), ranking 3 was direction of communication ($\bar{X} = 3.80$, $SD. = 0.66$), ranking 4 was management strategy ($\bar{X} = 3.77$, $SD. = 0.73$), ranking 5 was quality of media ($\bar{X} = 3.67$, $SD. = 0.86$), ranking 6 was message and content ($\bar{X} = 3.58$, $SD. = 0.73$), and form of communication ($\bar{X} = 3.53$, $SD. = 0.71$),

respectively. The results of internal communication management innovation can be summarized in each aspect, as follows:

Ranking 1 – Organizational culture received a high level of perception ($\bar{X} = 4.01$, $SD. = 0.64$). After considering each item, it was found that “organizational culture corresponds with the behaviors of the employees and can be guided in the way they conduct themselves.” received the highest mean ($\bar{X} = 4.19$, $SD. = 0.77$), followed by “having a good understanding of organizational culture and that leads to consistent behaviors that conform to the culture.” ($\bar{X} = 4.17$, $SD. = 0.84$), “the established organizational culture reflects the identity of the organization and its employees appropriately” ($\bar{X} = 4.13$, $SD. = 0.79$), “the organization communicates or transfer messages about organizational culture to employees through different communication channels so that they may absorb and conduct themselves accordingly.” ($\bar{X} = 4.07$, $SD. = 0.82$), “the executives or the superiors behave as a role model in accordance with the organizational culture.” ($\bar{X} = 3.92$, $SD. = 0.94$), and “current organizational culture will be suitable with the goals or direction of the organization in the future.” ($\bar{X} = 3.56$, $SD. = 0.98$), respectively.

Ranking 2 – In general, the channels of communication has a high level of perception ($\bar{X} = 3.82$, $SD. = 0.67$). After considering each item, it was found that they can be arranged according to the mean. The item that had the highest mean was “channels of internal communication for coordination help increase effectiveness and efficiency.” ($\bar{X} = 4.04$, $SD. = 0.93$), followed by “convenience and promptness in accessing information through channels of internal communication.” ($\bar{X} = 4.00$, $SD. = 0.97$), “the organization provides channels of communication feedback to the executives or the superiors.” ($\bar{X} = 3.96$, $SD. = 0.87$), “perceived news and information through various and sufficient channels of internal communication.” ($\bar{X} = 3.81$, $SD. = 0.97$), “channels of internal communication are appropriate and suitable with behaviors or daily activities at work.” ($\bar{X} = 3.80$, $SD. = 0.89$), “the organization uses new channels of communication, such as mobile applications as channels of internal communication.” ($\bar{X} = 3.75$, $SD. = 0.83$), “face-to-face communication is a channel of internal communication that has the highest quality and give highest effectiveness to job performance.” ($\bar{X} = 3.70$, $SD. = 0.98$), “channels of internal communication helps

build intimacy among the executives and colleagues.” ($\bar{X} = 3.70$, $SD. = 0.87$), and “being informed about direction of work, strategies, or policies through various channels of internal communication in order to use such information with one’s work.”, respectively.

Ranking 3 – Direction of communication has a high level of perception ($\bar{X} = 3.80$, $SD. = 0.66$). Top-down communication has the highest mean ($\bar{X} = 3.90$, $SD. = 0.71$). Next is Down-top communication ($\bar{X} = 3.77$, $SD. = 0.74$), and Horizontal communication ($\bar{X} = 3.74$, $SD. = 0.74$), respectively. The details are as follows.

Top-down communication received a high level of perception ($\bar{X} = 3.90$, $SD. = 0.71$). When considering each item, it was found that the item with the highest mean was “the executives or the superiors give opportunities for the employees to ask questions or express their opinions during the meeting.” ($\bar{X} = 3.98$, $SD. = 0.84$). The item that received the second highest mean was “the executives or the superiors regular transfer news about the direction, policies, goals, performances, and work method for the employees.” ($\bar{X} = 3.92$, $SD. = 0.81$), followed by “the executives or the superiors always inform the employees in advance of news and information about matters that might affect the organization or their work.” ($\bar{X} = 3.87$, $SD. = 0.81$), and “the organization most often uses top-down communication.” ($\bar{X} = 3.84$, $SD. = 0.84$), respectively.

Down-up communication also received a high level of perception ($\bar{X} = 3.77$, $SD. = 0.73$). When considering each item, the one with the highest mean was “employees are able to inform the executives or the superiors about problems or obstacles during work in order to improve the quality of their work.” ($\bar{X} = 3.86$, $SD. = 0.78$). The item that received the second highest mean was “during meetings of departments/divisions, employees are free to give their opinions about the work to the superiors.” ($\bar{X} = 3.78$, $SD. = 0.80$), “the executives or the superiors give importance to the opinions of their subordinates before deciding on an action.” ($\bar{X} = 3.73$, $SD. = 0.85$), and “the organization gives importance and opportunities to employees so that they may express opinions or give suggestions to the executives or the superiors directly.” ($\bar{X} = 3.70$, $SD. = 0.93$), respectively

Horizontal communication, in general, also received a high level of perception ($\bar{X} = 3.74$, $SD. = 0.74$). When considering each item, the one that received the highest mean was “communicating with the colleagues about the work in order to have the same understanding.” ($\bar{X} = 3.80$, $SD. = 0.87$). The item that received the second highest mean was “being able to exchange knowledge and opinions about work with one’s colleagues.” ($\bar{X} = 3.75$, $SD. = 0.85$), “opportunities to talk or interact with colleagues in different lines of work.” and “face-to-face communication helps resolve misunderstandings between colleagues.” ($\bar{X} = 3.70$, $SD. = 0.94$), respectively.

Ranking 4 – Management strategy, in general, has a high level of perception ($\bar{X} = 3.77$, $SD. = 0.67$). When considering each item, it was found that the item with the highest mean was “the organization selects specific employees to be representative of communication between the executives and the employees.” ($\bar{X} = 3.97$, $SD. = 0.91$). The item that received the second highest mean was “the organization arranges the priority of internal communication based on target group employees.” ($\bar{X} = 3.92$, $SD. = 0.92$), “the organization develops innovative forms of internal communication such as channels or activities for communicating with the employees.” ($\bar{X} = 3.89$, $SD. = 0.99$), “the organization considers the context or job environment of the employees in selecting channels for communicating news and information.” ($\bar{X} = 3.81$, $SD. = 0.93$), and “the organization uses appropriate and up-to-date content or message in communicating with the employees.” ($\bar{X} = 3.25$, $SD. = 1.06$), respectively.

Ranking 5 - Quality of media, in general, received a high level of perception ($\bar{X} = 3.67$, $SD. = 0.86$). When considering each item, it was found that the item with the highest mean was “the department or division reviews the use of media or channels of communication and stops using ones that are not effective or not popular among employees.” ($\bar{X} = 3.74$, $SD. = 0.97$). The item with the second highest mean was “The quality of media or channels of communication can respond to the needs of work and personal life of employees.” ($\bar{X} = 3.69$, $SD. = 0.96$), followed by “the department or division that uses media for internal communication has carefully considered its pros and cons.” ($\bar{X} = 3.65$, $SD. = 0.95$), and “the department or division that uses media regularly conducts assessment of employees’ satisfaction with the media.” ($\bar{X} = 3.60$, $SD. = 1.06$), respectively.

Ranking 6 – Message and Content, in general, received a high level of perception ($\bar{X} = 3.58$, $SD. = 0.73$). When considering each item, it was found that the item with the highest mean was “presentation of message and content varies according to the context of information and channels of communication such as Clip VDO, Info Graphic, and Power Point.” ($\bar{X} = 3.82$, $SD. = 0.90$). The item with the second highest mean was “message and content has varied and suitable for each group of employees.” ($\bar{X} = 3.64$, $SD. = 1.03$), followed by “message and content is interesting.” ($\bar{X} = 3.53$, $SD. = 1.01$), “message and content have been adjusted to be suitable for each group of employees and up-to-date.” ($\bar{X} = 3.48$, $SD. = 1.06$), and “message and content is clear, easy to understand and accurate.” ($\bar{X} = 3.44$, $SD. = 0.95$), respectively.

Ranking 7 – Form of communication, in general, received a high level of perception ($\bar{X} = 3.53$, $SD. = 0.71$). The form of communication that had the highest mean was formal communication ($\bar{X} = 3.62$, $SD. = 0.75$), followed by informal communication ($\bar{X} = 3.44$, $SD. = 0.83$). The details are as followed.

Formal communication, in general, received a high level of perception ($\bar{X} = 3.62$, $SD. = 0.75$). After considering each item, it was found that the one with the highest mean was “current formal communication helps the employees to receive sufficient news and information appropriate for their jobs.” ($\bar{X} = 3.91$, $SD. = 0.91$). The item that received the second highest mean was “during all levels of the formal meeting, the executives or the superiors regularly inform the employees about news, information, and events.” ($\bar{X} = 3.86$, $SD. = 1.00$), followed by “employees are informed of news, information, and policies, as well as direction of the organization, from the executives or the superiors through formal communication such as Town Hall, Memo and E-mails from the organization.” ($\bar{X} = 3.54$, $SD. = 1.01$), and “the organization has formal communication from the executives or the superiors to the employees through town hall, memo, minutes, e-mails, and bulletin board.” ($\bar{X} = 3.16$, $SD. = 1.15$), respectively.

Informal communication, in general, received a high level of perception ($\bar{X} = 3.44$, $SD. = 0.83$). After considering each item, it was found that the item with the highest mean was “informal communication such as activities and visiting employees helps you understand the direction of your work or what your organization is doing.”

($\bar{X} = 3.91$, $SD. = 1.00$). The item that received the second highest mean was “Line has an important role in informal communication that helps build relationship and intimacy between the executives and employees or between colleagues.” ($\bar{X} = 3.41$, $SD. = 1.03$), followed by “Line is a form of informal communication that influences work and group activities.” ($\bar{X} = 3.39$, $SD. = 1.13$), and “informal communication such as LINE, activities, or executives visiting employees, helps increase the efficiency of internal communication.” ($\bar{X} = 3.05$, $SD. = 1.14$), respectively.

5.3.3.2 Employee Engagement Factors

This part is the analysis of the level of perception toward the model of internal communication management innovation in terms of employee engagement. It consisted of organization commitment and work engagement. The results were analyzed and presented for each factor. The details are as follows.

Table 5.4 Mean and Standard Deviation of Variable Perception of the Model of Internal Communication Management Innovation in Leading Organizations of Thailand (Employee Engagement Factor)

(n = 600)

Abbr.	Employee Engagement	\bar{x}	SD.	Level	Ranking
Organization Commitment		3.78	0.69	High	(2)
	1. Cognitive	3.79	0.77	High	
COG1	Being confident that the organization is changing for the better for its future success.	3.85	0.88	High	
COG2	Understanding about things that need to be done to make the company more successful.	3.85	0.85	High	
COG3	Having a good understanding about the goals and objectives of the company.	3.62	1.00	High	
COG4	Knowing what the company is expected of me	3.84	0.85	High	

Table 5.4 (Continued)

Abbr.	Employee Engagement	\bar{x}	SD.	Level	Ranking
	2. Emotional	3.78	0.71	High	
EMO1	Being a member of this organization make me come “alive”.	3.85	0.87	High	
EMO2	Thinking that I am suitable to work for this company.	3.53	1.02	High	
EMO3	Being confident that the company will be successful in the future.	3.76	0.89	High	
EMO4	Believing that the supervisor will distribute work to the subordinates appropriately.	4.03	0.85	High	
EMO5	I am proud to tell others I work at my organization.	3.82	0.82	High	
EMO6	Feeling that what the company does truly delivers genuine values to the customers.	3.69	0.91	High	
	3. Behavior	3.78	0.73	High	
BEH1	One of the most exciting things for me is getting involved with things happening in this organization.	3.59	0.95	High	
BEH2	Will advice friends or family members to work with this company.	3.74	0.85	High	
BEH3	Recognizing the relation between my work and the objectives of the company.	3.88	0.89	High	
BEH4	Being aware that the company is doing something for its success.	3.91	0.83	High	
Work Engagement		4.02	0.64	High	(1)
	1. Vigor	3.97	0.67	High	
VIG1	At my work, I fell bursting with energy.	3.90	0.85	High	
VIG2	At my job, I fell strong and vigorous.	3.93	0.85	High	

Table 5.4 (Continued)

Abbr.	Employee Engagement	\bar{x}	SD.	Level	Ranking
VIG3	When I get up in the morning, I feel like going to work.	3.93	0.83	High	
VIG4	I can continue working for very long periods at a time.	3.80	0.98	High	
VIG5	At my job, I am very resilient, mentally.	4.14	0.84	High	
VIG6	At my work I always persevere, even when things do not go well.	4.11	0.76	High	
	2. Dedication	4.09	0.68	High	
DED1	I find the work that I do full of meaning and purpose.	4.12	0.77	High	
DED2	I am enthusiastic about my job.	4.05	0.82	High	
DED3	My job inspires me.	4.08	0.83	High	
DED4	I am proud on the work that I do.	4.04	0.84	High	
DED5	To me, my job is challenging.	4.18	0.83	High	
	3. Absorption	4.01	0.72	High	
ABS1	Time Flies when I'm working.	3.79	1.02	High	
ABS2	When I am working, I forget everything else around me.	4.25	0.79	High	
ABS3	I feel happy when I am working intensely.	4.16	0.81	High	
ABS4	I am immersed in my work.	4.03	0.86	High	
ABS5	I get carried away when I'm working.	3.85	0.97	High	
ABS6	It is difficult to detach myself form my job.	4.00	0.80	High	
Total Average		3.90	0.62	High	

According to table 5.4, the results of the analysis of variable perception of the model of internal communication management innovation in leading organizations of Thailand, in terms of employee engagement, showed that most operational employees in leading organizations of Thailand have high level of perception of employee engagement ($\bar{X} = 3.90$, $SD. = 0.62$). Work engagement received the highest mean ($\bar{X} = 4.02$, $SD. = 0.62$). Second in the list was organizational commitment ($\bar{X} = 3.78$, $SD. = 0.69$). The details of each aspect are as followed.

Work engagement received a high level of perception ($\bar{X} = 4.02$, $SD. = 0.64$). When considering the sub-factors, the one with the highest perception was dedication ($\bar{X} = 4.09$, $SD. = 0.68$), followed by absorption ($\bar{X} = 4.01$, $SD. = 0.72$), and vigor ($\bar{X} = 3.97$, $SD. = 0.67$), respectively. The details are as follows.

Dedication, in general, received a high level of perception ($\bar{X} = 4.09$, $SD. = 0.68$). The item that received the highest mean was “to me, my job is challenging.” ($\bar{X} = 4.18$, $SD. = 0.82$), followed by “i find the work that I do full of meaning and purpose.” ($\bar{X} = 4.12$, $SD. = 0.77$), “my job inspires me.” ($\bar{X} = 4.08$, $SD. = 0.83$), “i am enthusiastic about my job.” ($\bar{X} = 4.05$, $SD. = 0.82$), and “i am proud on the work that I do.” ($\bar{X} = 4.04$, $SD. = 0.84$), respectively.

Next, Absorption received a high level of perception ($\bar{X} = 4.01$, $SD. = 0.72$). When considering each item, it was found that the item with the highest mean was “when I am working, I forget everything else around me.” ($\bar{X} = 4.25$, $SD. = 0.79$). The second on the list was “I feel happy when I am working intensely.” ($\bar{X} = 4.1$, $SD. = 0.81$), followed by “I am immersed in my work.”, ($\bar{X} = 4.03$, $SD. = 0.86$), “it is difficult to detach myself form my job.” ($\bar{X} = 4.00$, $SD. = 0.80$), “i get carried away when I’m working.” ($\bar{X} = 3.85$, $SD. = 0.97$), and “time flies when I’m working.” ($\bar{X} = 3.79$, $SD. = 1.02$), respectively.

Vigor received a high level of perception ($\bar{X} = 3.97$, $SD. = 0.67$). When considering each item, the one that had the highest mean was “At my job, I am very resilient, mentally.” ($\bar{X} = 4.14$, $SD. = 0.84$). The item with the second highest mean was “at my work I always persevere, even when things do not go well.” ($\bar{X} = 4.11$, $SD. = 0.76$), followed by “When I get up in the morning, I feel like going to work.” ($\bar{X} = 3.93$, $SD. = 0.83$), which has the mean equal with that of “at my job, I fell strong and

vigorous.” ($\bar{X} = 3.93$, $SD. = 0.85$), “at my work, I fell bursting with energy.” ($\bar{X} = 3.90$, $SD. = 0.85$), and “i can continue working for very long periods at a time.” ($\bar{X} = 3.80$, $SD. = 0.98$), respectively.

Organizational commitment received a high level of perception ($\bar{X} = 3.78$, $SD. = 0.69$). When considering each sub-factor, the first one on the list was Cognitive ($\bar{X} = 3.79$, $SD. = 0.77$), followed by emotional ($\bar{X} = 3.78$, $SD. = 0.71$), and behavior ($\bar{X} = 3.78$, $SD. = 0.73$), respectively. These sub-factors are presented in the following.

Cognitive, in general, received a high level of perception ($\bar{X} = 3.79$, $SD. = 0.77$). The items that had the highest mean were “being confident that the organization is changing for the better for its future success.” ($\bar{X} = 3.85$, $SD. = 0.88$) and “understanding about things that need to be done to make the company more successful.” ($\bar{X} = 3.85$, $SD. = 0.85$). Next on the list were “knowing what the company is expected of me.” ($\bar{X} = 3.84$, $SD. = 0.85$) and “having a good understanding about the goals and objectives of the company.” ($\bar{X} = 3.62$, $SD. = 1.00$), respectively.

Second to the above was emotional, which received a high level of perception ($\bar{X} = 3.78$, $SD. = 0.71$). The item that had the the highest mean was “believing that the supervisor will distribute work to the subordinates appropriately.” ($\bar{X} = 4.03$, $SD. = 0.85$). The item with the second highest mean was “Being a member of this organization make me come “alive”.” ($\bar{X} = 3.85$, $SD. = 0.87$), followed by “I am proud to tell others I work at my organization” ($\bar{X} = 3.82$, $SD. = 0.82$), “being confident that the company will be successful in the future.” ($\bar{X} = 3.76$, $SD. = 0.89$), “feeling that what the company does truly delivers genuine values to the customers.” ($\bar{X} = 3.69$, $SD. = 0.91$), and “Thinking that I am suitable to work for this company.” ($\bar{X} = 3.53$, $SD. = 1.02$), respectively.

Behavioral, in general, received a high level of perception ($\bar{X} = 3.78$, $SD. = 0.73$). When considering each item, the one that had the highest mean was “being aware that the company is doing something for its success.” ($\bar{X} = 3.91$, $SD. = 0.83$). The item that received the second highest mean was “recognizing the relation between my work and the objectives of the company.” ($\bar{X} = 3.88$, $SD. = 0.89$), followed by “will advice friends or family members to work with this company.” ($\bar{X} = 3.74$, $SD. =$

0.85), and “one of the most exciting things for me is getting involved with things happening in this organization.” ($\bar{X} = 3.59$, $SD. = 0.95$), respectively.

5.3.3.3 Job Performance Efficiency Factor

This part concerns the analysis of perception of the variables of the model of internal communication management innovation in leading organizations of Thailand. The aspects of job performance efficiency consisted of participation in performance appraisal, self-performance, and collaboration with colleagues. The results of each aspect can be concluded as follows.

Table 5.5 Mean and Standard Deviation of Variable Perception of the Model of Internal Communication Management Innovation in Leading Organizations of Thailand (Job Performance Efficiency Factor)

(n = 600)

Abbr.	Job Performance Efficiency	\bar{X}	SD.	Level	Ranking
	Participation in Performance Appraisal	3.91	0.70	High	(1)
PAR1	Receiving permission to be a part of my performance appraisal.	4.09	0.77	High	
PAR2	Being able to participate in ranging other colleagues.	3.90	0.86	High	
PAR3	The performance appraisal process of the company is conducted on individuals and teams.	4.02	0.77	High	
PAR4	Performance appraisal is about the accomplishment of goals and objective initially established.	3.65	0.99	High	
	Self-performance	3.91	0.74	High	(2)
SELF1	Always being punctual at work.	3.90	0.86	High	
SELF2	Being able to accomplish established goals of work consistently.	3.89	0.87	High	
SELF3	Willing to help others with their work and doing more than having been assigned to.	3.96	0.85	High	

Table 5.5 (Continued)

Abbr.	Job Performance Efficiency	\bar{x}	SD.	Level	Ranking
SELF4	Strictly observing rules and regulations of the organization.	3.91	0.86	High	
SELF5	Using all of the skills and knowledge to accomplish work successfully.	4.02	0.77	High	
SELF6	Putting more efforts in order to accomplish assigned tasks on time.	3.76	0.95	High	
SELF7	Always supporting and protecting the objectives of the organization.	3.95	0.88	High	
SELF8	Having necessary abilities and experience related to the work.	3.91	0.89	High	
Collaboration with Colleagues		3.90	0.76	High	(3)
COOP1	Always cooperating with other colleagues when doing work that is diverse in nature.	3.99	0.89	High	
COOP2	Sometimes helping other employees who face problems in doing their assignments.	3.72	0.91	High	
COOP3	Keeping a good relationship with other colleagues.	3.99	0.84	High	
Total Average		3.91	0.68	High	

According to table 5.5, the results of the analysis of variable perception of the model of internal communication management innovation in leading organizations of Thailand, in terms of job performance efficiency, it was found that most operational employees in leading organizations of Thailand have high levels of perception of job performance efficiency ($\bar{X} = 3.91$, $SD. = 0.68$). The aspects that received the highest mean were participation in performance appraisal ($\bar{X} = 3.91$, $SD. = 0.70$) and self-performance ($\bar{X} = 3.91$, $SD. = 0.74$), followed by collaboration with colleagues. The details are shown below.

Participation in performance appraisal received a high level of perception ($\bar{X} = 3.91$, $SD. = 0.70$). When considering each item, it was found that the item with the highest mean was “receiving permission to be a part of my performance appraisal.” ($\bar{X} = 4.09$, $SD. = 0.77$), followed by “the performance appraisal process of the company is conducted on individuals and teams.” ($\bar{X} = 4.02$, $SD. = 0.77$), “being able to participate in rating other colleagues (Peer Review).” ($\bar{X} = 3.90$, $SD. = 0.86$), and “performance appraisal is about the accomplishment of goals and objective initially established.” ($\bar{X} = 3.65$, $SD. = 0.99$), respectively.

Self-performance received a high level of perception ($\bar{X} = 3.91$, $SD. = 0.74$). When considering each item, it was found that the item with the highest mean was “using all of the skills and knowledge to accomplish work successfully.” ($\bar{X} = 4.02$, $SD. = 0.77$), followed by “willing to help others with their work and doing more than having been assigned to.” ($\bar{X} = 3.96$, $SD. = 0.85$), “always supporting and protecting the objectives of the organization.” ($\bar{X} = 3.95$, $SD. = 0.88$), “strictly observing rules and regulations of the organization.” ($\bar{X} = 3.91$, $SD. = 0.86$), which has the mean equal to that of “having necessary abilities and experience related to the work.” ($\bar{X} = 3.91$, $SD. = 0.89$), “always being punctual at work.” ($\bar{X} = 3.90$, $SD. = 0.86$), “being able to accomplish established goals of work consistently.” ($\bar{X} = 3.89$, $SD. = 0.87$), and “putting more efforts in order to accomplish assigned tasks on time.” ($\bar{X} = 3.76$, $SD. = 0.95$), respectively.

Collaboration with colleagues received a high level of perception ($\bar{X} = 3.90$, $SD. = 0.76$). When considering each item, the one that had the highest mean were “keeping a good relationship with other colleagues.” ($\bar{X} = 3.99$, $SD. = 0.84$) and “always cooperating with other colleagues when doing work that is diverse in nature.” ($\bar{X} = 3.99$, $SD. = 0.89$), followed by “sometimes helping other employees who face problems in doing their assignments.” ($\bar{X} = 3.72$, $SD. = 0.91$)

5.3.4 Confirmatory Factor Analysis of a Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand

This part concerns the Goodness of Fit Measures by using confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand. This consisted of the variables “internal communication management innovation” and “employee engagement.” The dependent variable was job performance efficiency. The analysis was conducted by using the technique of connecting the arrows of deviation between the two variables by considering the value of MI (Modification Indices). The results of the analysis can be concluded based on variables as follows.

5.3.4.1 Internal Communication Management Innovation

The results of the confirmatory factory analysis of a measurement model of internal communication management innovation in leading organizations of Thailand on the aspect of internal communication management innovation showed that the results confirmatory factor analysis of a measurement model fitted to the empirical data at a good level, with Chi – Square = 802.388, df = 790, Sig. = 0.372 > 0.05, CMIN/df. = 1.016 < 3.0. As for the goodness of fit and statistic CFI= 0.999 > 0.90, GFI = 0.949 > 0.90; AGFI = 0.921 > 0.90; RMSEA = 0.005 < 0.05, RMR = 0.026 < 0.05, NFI = 0.960 > 0.90 and IFI = 0.999 > 0.90. All of these seven indexes pass the established criteria so it can be said that the model was fit to the empirical data as shown in the results in figure 5.1 and analytical results in table 5.6.

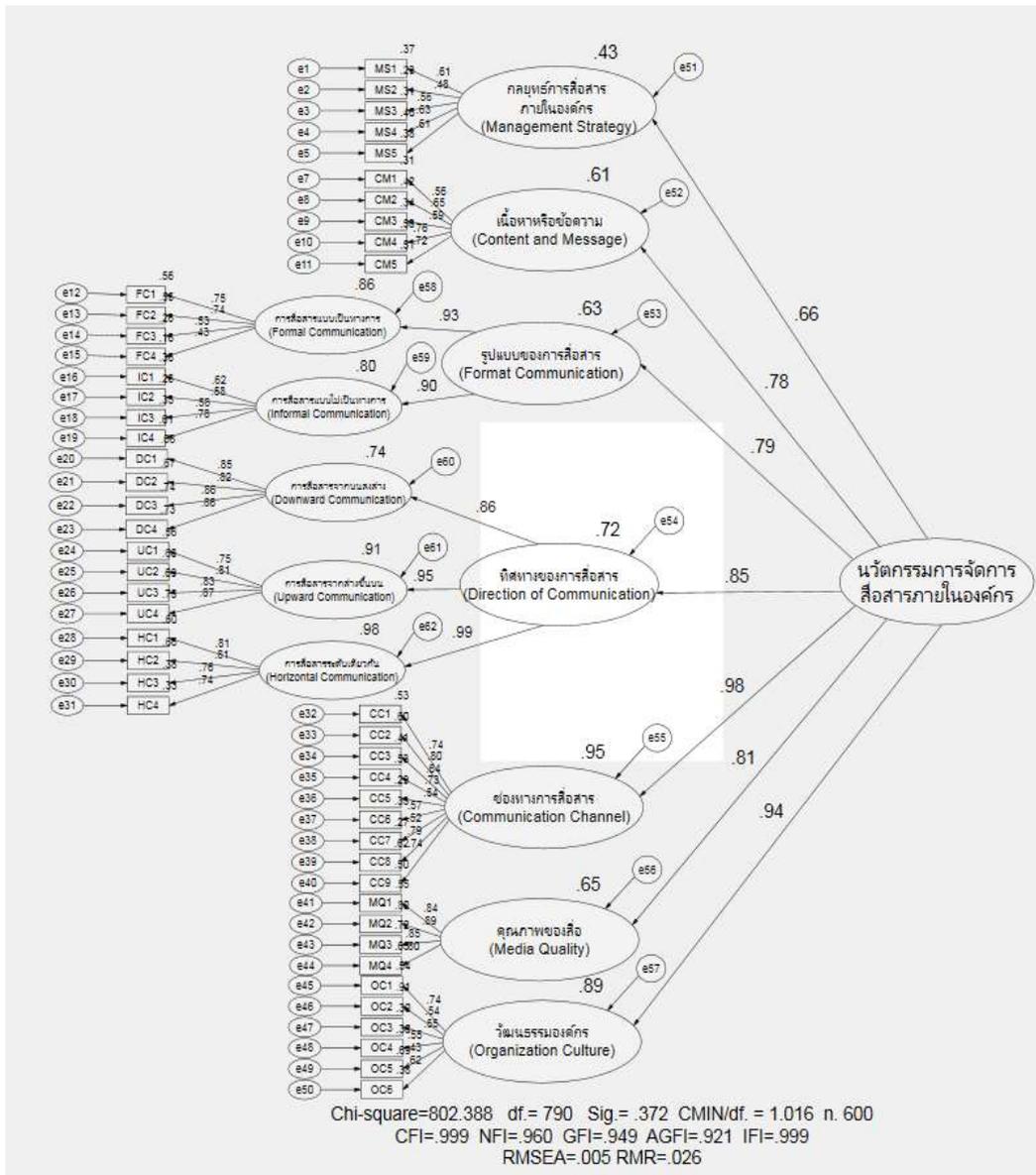


Figure 5.1 Confirmatory Factor Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand on the Aspect of Internal Communication Management Innovation

Table 5.6 The Results of Confirmatory Factor Analysis of a Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand on the Aspect of Internal Communication Management Innovation

Internal Communication Management Innovation	λ	SE.	t-value	R ²	AVE	CR.
Management Strategy	0.66	-	-	43.20%	0.537	0.716
MS1	0.61	0.09	10.260**	37.10%		
MS2	0.48	0.09	8.687**	23.10%		
MS3 (Constrained Parameter)	0.56	-	-	31.30%		
MS4	0.63	0.08	11.767**	40.20%		
MS5	0.61	0.09	10.345**	37.80%		
Message and Content	0.78	0.13	9.202**	60.90%	0.536	0.792
CM1	0.56	0.08	11.485**	31.30%		
CM2	0.65	0.08	13.366**	42.40%		
CM3 (Constrained Parameter)	0.59	-	-	34.40%		
CM4	0.76	0.10	13.926**	57.90%		
CM5	0.72	0.08	13.315**	51.40%		
Form of Communication	0.79	0.11	8.247**	62.80%		
Formal Communication	0.93	-	-	86.00%	0.593	0.712
FC1	0.75	0.16	11.433**	56.40%		
FC2	0.74	0.13	11.998**	55.40%		
FC3	0.53	-	-	28.30%		
FC4	0.43	0.09	10.001**	18.30%		
Informal Communication	0.90	0.13	9.726**	80.10%	0.516	0.737
IC1	0.62	0.09	12.566**	38.10%		
IC2	0.58	0.08	11.947**	26.50%		
IC3 (Constrained Parameter)	0.58	-	-	33.30%		
IC4	0.78	0.09	13.563**	61.20%		

Table 5.6 (Continued)

Internal Communication Management Innovation	λ	SE.	t-value	R²	AVE	CR.
Direction of Communication	0.85	0.14	9.808**	72.40%		
Top-down communication	0.86	0.05	18.509**	73.80%	0.719	0.911
DC1	0.85	0.05	20.196**	68.50%		
DC2 (Constrained Parameter)	0.82	-	-	67.30%		
DC3	0.86	0.04	24.157**	73.50%		
DC4	0.86	0.05	21.263**	73.50%		
Down-Top Communication	0.95	-	-	90.70%	0.666	0.888
UC1	0.75	0.06	19.653**	56.20%		
UC2 (Constrained Parameter)	0.81	-	-	66.30%		
UC3	0.83	0.04	28.135**	69.30%		
UC4	0.87	0.05	24.052**	74.90%		
Horizontal communication	0.99	0.06	19.887**	98.10%		
HC1	0.81	0.04	22.902**	60.00%	0.609	0.862
HC2 (Constrained Parameter)	0.81	-	-	65.60%		
HC3	0.76	0.06	17.307**	37.70%		
HC4	0.74	0.07	15.048**	33.20%		
Channel of Communication	0.98	0.17	8.898**	95.00%	0.567	0.885
CC1	0.74	0.07	14.010**	53.00%		
CC2	0.81	0.08	15.756**	59.90%		
CC3 (Constrained Parameter)	0.64	-	-	40.70%		
CC4	0.73	0.06	19.133**	53.10%		
CC5	0.54	0.06	14.802**	29.40%		
CC6	0.57	0.06	15.559**	32.70%		
CC7	0.52	0.07	11.152**	26.60%		
CC8	0.79	0.07	15.904**	62.50%		
CC9	0.74	0.08	14.212**	49.80%		

Table 5.6 (Continued)

Internal Communication Management Innovation	λ	SE.	t-value	R ²	AVE	CR.
Quality of Media	0.81	0.20	9.560**	64.90%	0.715	0.919
MQ1	0.84	0.04	22.813**	55.20%		
MQ2 (Constrained Parameter)	0.89	-	-	79.60%		
MQ3	0.85	0.03	27.312**	71.70%		
MQ4	0.80	0.03	24.898**	64.60%		
Organization Culture	0.94	0.12	8.218**	88.90%	0.536	0.747
OC1	0.74	0.13	13.197**	54.40%		
OC2 (Constrained Parameter)	0.54	-	-	90.60%		
OC3	0.55	0.05	19.169**	30.00%		
OC4	0.55	0.08	13.379**	29.90%		
OC5	0.43	0.08	11.189**	69.00%		
OC6	0.62	0.14	10.123**	38.00%		

Note: ** Statistically highly significant as $P < 0.001$

The results of confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand on the aspect of the internal communication management innovation at statistically highly significant of 0.001 consisted of seven exogenous observed variables: management strategy, message and content, form of communication, direction of communication, channels of communication, quality of media, and organizational culture. The factor loading was between 0.43-0.89 and higher than 0.40. R-squared (R^2) was between 18.30%-90.60%. Average Variance Extracted (AVE) was between 0.516-0.719 and higher than 0.50. It can be said that the measurement model had convergent validity which means that the variables had good unity. Composite Reliability (CR) was between 0.712-0.919 and higher than 0.60. This showed that the observed variable and latent variable on the aspect of internal communication management innovation had a high levels of discriminant Validity. Channels of communication received the highest

factor loading of 0.98. Second to that was organizational culture, which received the factor loading of 0.94, followed by direction of communication with the factor loading of 0.85, quality of media with the factor loading of 0.81, form of communication with the factor loading of 0.79, message and content with the factor loading of 0.78, and management strategy with the factor loading of 0.66, respectively. The results had a high levels of discriminant validity, which indicated the fact that latent variable had good unity based on the criteria. The structural equation model of internal communication management innovation in leading organizations of Thailand can be imported.

5.3.4.2 Employee Engagement

The results of the confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand on the aspect of employee engagement showed that the results confirmatory factor analysis of a measurement model was fitted to the empirical data at a good level, with Chi – Square= 288.467, $df = 256.0$, $Sig. = 0.080 > 0.05$ and $CMIN/df. = 1.127 < 3.0$. As for the goodness of fit and statistic, $CFI = 0.998 > 0.90$; $GFI = 0.970 > 0.90$; $AGFI = 0.942 > 0.90$; $RMSEA = 0.015 < 0.05$; $RMR = 0.024 < 0.05$; $NFI = 0.982 > 0.90$, and $IFI = 0.998 > 0.90$. All of these seven indexes pass the established criteria so it can be said that the model was fit to the empirical data as shown in the results in figure 5.2 and analytical results in table 5.7.

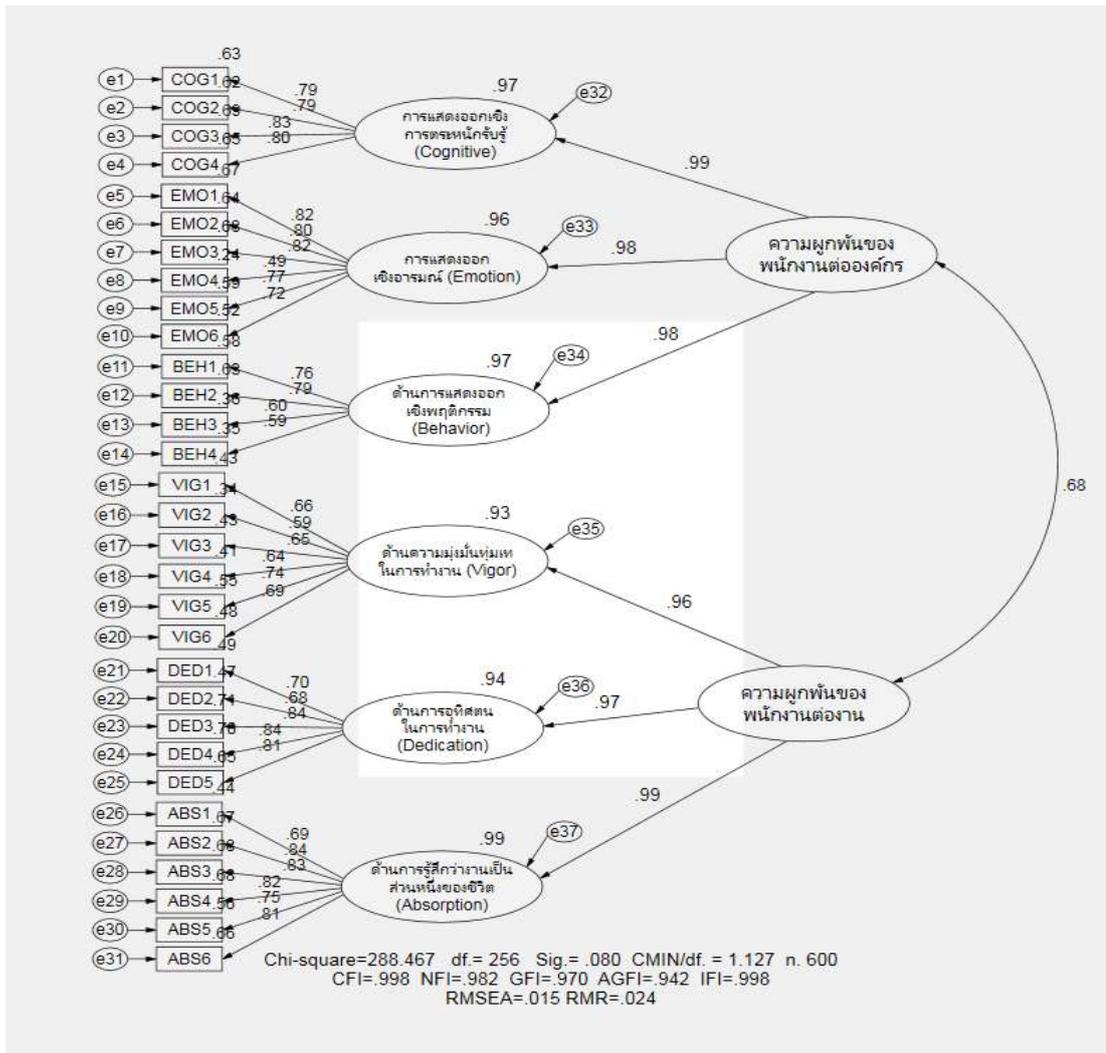


Figure 5.2 Confirmatory Factor Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand on the Aspect of Employee Engagement

Table 5.7 The Results of Confirmatory Factor Analysis of a Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand on the Aspect of Employee Engagement

Employee Engagement	λ	SE.	t-value	R ²	AVE	CR.
Organization Commitment						
Cognitive	0.99	0.04	23.545**	97.40%	0.644	0.879
COG1	0.79	0.04	22.210**	62.60%		
COG2	0.79	0.04	22.094**	62.00%		
COG3 (Constrained Parameter)	0.83	-	-	69.30%		
COG4	0.80	0.04	23.011**	64.70%		
Emotional	0.98	-	-	96.40%	0.556	0.880
EMO1	0.82	0.04	22.463**	67.50%		
EMO2 (Constrained Parameter)	0.80	-	-	64.10%		
EMO3	0.82	0.04	24.576**	67.70%		
EMO4	0.49	0.04	12.258**	24.50%		
EMO5	0.77	0.04	19.969**	59.00%		
EMO6	0.72	0.04	18.973**	51.70%		
Behavior	0.98	0.04	20.770**	96.50%	0.574	0.867
BEH1	0.76	0.04	28.188**	58.30%		
BEH2 (Constrained Parameter)	0.79	-	-	62.50%		
BEH3	0.60	0.05	15.040**	35.70%		
BEH4	0.59	0.05	15.099**	34.70%		
Work Engagement						
Vigor	0.96	0.06	15.910**	92.90%	0.540	0.824
VIG1	0.66	0.05	18.706**	43.30%		
VIG2	0.59	0.05	18.167**	34.30%		

Table 5.7 (Continued)

Employee Engagement	λ	SE.	t-value	R²	AVE	CR.
VIG3 (Constrained Parameter)	0.65	-	-	42.50%		
VIG4	0.64	0.07	16.542**	40.80%		
VIG5	0.74	0.08	15.431**	55.10%		
VIG6	0.69	0.06	15.116**	47.50%		
Dedication	0.97	-	-	93.90%	0.607	0.885
DED1	0.70	0.05	20.513**	49.40%		
DED2 (Constrained Parameter)	0.68	-	-	46.60%		
DED3	0.85	0.07	18.447**	71.40%		
DED4	0.84	0.07	18.525**	69.90%		
DED5	0.81	0.07	17.958**	64.90%		
Absorption	0.99	0.07	16.950**	98.80%	0.627	0.909
ABS1	0.69	0.06	18.038**	44.30%		
ABS2	0.84	0.04	23.661**	66.90%		
ABS3 (Constrained Parameter)	0.83	-	-	68.10%		
ABS4	0.82	0.04	24.059**	67.80%		
ABS5	0.75	0.05	20.977**	56.40%		
ABS6	0.81	0.04	23.643**	66.00%		

Note: ** Statistically highly significant as $P < 0.001$

The results of confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand on the aspect of the employee engagement at statistically highly significant of 0.001 consisted of two endogenous observed variables. The first one is organizational commitment which had three variables: cognitive, emotional and behavioral. The second one is work engagement which had three variables: vigor, dedication and

absorption. The factor loading is 0.49-0.85, higher than 0.40. R-squared (R^2) was between 24.50%-69.90%. Average Variance Extracted (AVE) was between 0.540-0.644, higher than 0.50. It can be said that the measurement model had convergent validity which means that the variables had good unity. Composite Reliability (CR) was between 0.824-0.909, higher than 0.60.

Therefore, all of the observed variables and the latent variables on the aspect of employee engagement had high levels of discriminant validity. The variable of organizational commitment to cognitive had the highest factor loading of 0.99, followed by emotional and behavioral; each had a factor loading of 0.98. As for work engagement, absorption received the highest factor loading of 0.99, followed by dedication with the factor loading of 0.97, and vigor with the factor loading of 0.96. The results had high levels of discriminant validity, which indicated the fact that latent variable had good unity based on the criteria. The structural equation model of internal communication management innovation in leading organizations of Thailand can be imported.

5.3.4.3 Job Performance Efficiency

The results of the confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand on the aspect of job performance efficiency showed that the results confirmatory factor analysis of a measurement model was fitted to the empirical data in a good level, with Chi – Square = 11.816, df = 28.0, Sig. = 0.997 > 0.05 and CMIN/df. = 0.422 < 3.0. As for the goodness of fit and statistic, CFI = 1.000 > 0.90; GFI = 0.997 > 0.90; AGFI = 0.989 > 0.90; RMSEA = 0.000 < 0.05; RMR = 0.005 < 0.05; NFI = 0.999 > 0.90, and IFI = 1.002 > 0.90. All of these seven indexes pass the established criteria so it can be said that the model fitted the empirical data as shown in the results in figure 5.3 and analytical results in table 5.8.

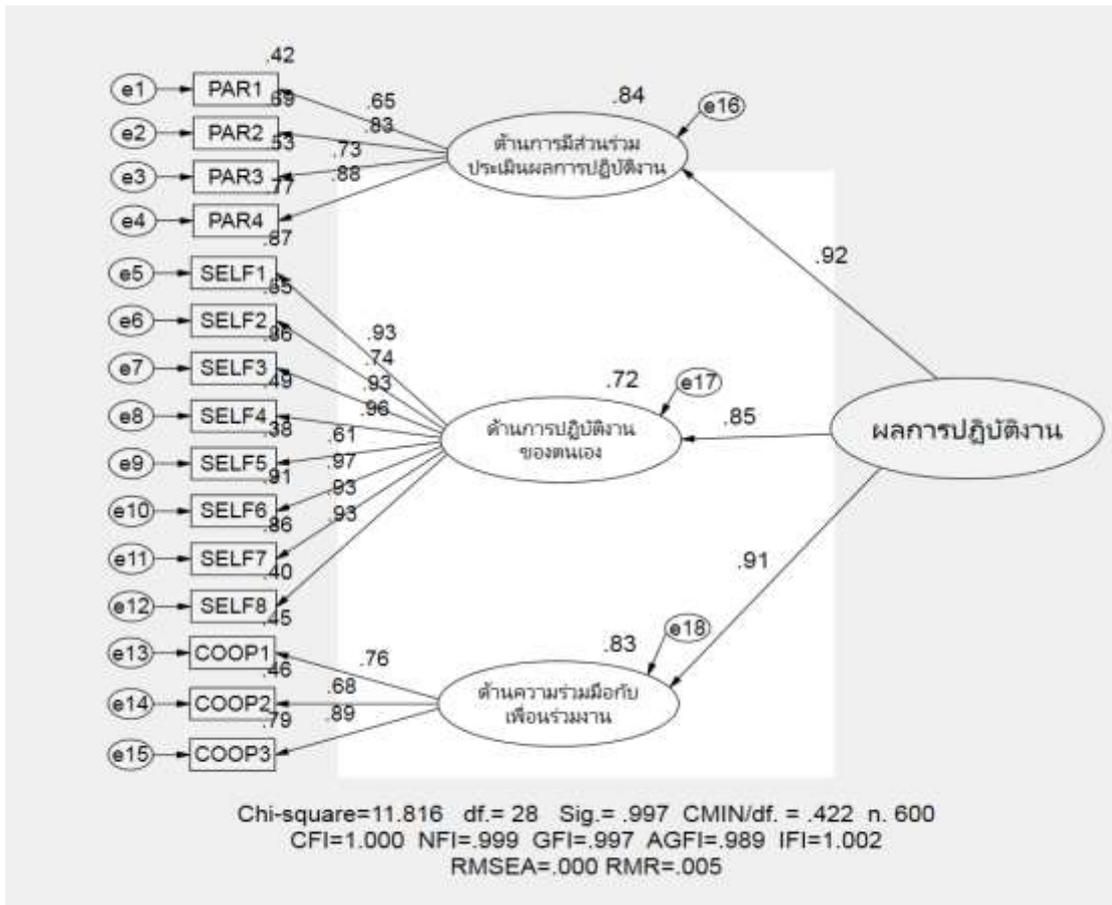


Figure 5.3 Confirmatory Factor Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand on the Aspect of Job Performance Efficiency

Table 5.8 The Results of Confirmatory Factor Analysis of a Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand on the Aspect of Job Performance Efficiency

Job Performance Efficiency	λ	SE.	t-value	R ²	AVE	CR.
Participation in Performance Appraisal	0.92	0.04	17.795**	83.80%	0.605	0.808
PAR1	0.65	0.06	14.360**	41.90%		
PAR2	0.83	0.07	18.482**	69.50%		
PAR3 (Constrained Parameter)	0.73	-	-	53.40%		
PAR4	0.88	0.08	18.507**	77.10%		
Self-performance	0.85	-	-	72.10%	0.781	0.966
SELF1	0.93	0.03	33.470**	87.20%		
SELF2	0.74	0.04	23.464**	54.80%		
SELF3 (Constrained Parameter)	0.93	-	-	86.00%		
SELF4	0.96	0.05	20.823**	48.90%		
SELF5	0.61	0.04	17.201**	37.60%		
SELF6	0.98	0.06	20.436**	91.00%		
SELF7	0.93	0.03	33.313**	86.10%		
SELF8	0.93	0.05	20.552**	39.70%	0.608	0.821
Collaboration with Colleagues	0.91	0.05	20.278**	83.20%		
COOP1	0.76	0.05	17.686**	44.50%		
COOP2	0.68	0.05	17.355**	45.60%		
COOP3 (Constrained Parameter)	0.89	-	-	78.60%		

Note: ** Statistically highly significant as $P < 0.001$

The results of confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand on the aspect of the job performance efficiency at statistically highly significant of 0.001 consisted of three endogenous observed variables; participation in performance appraisal, self-performance, and collaboration with colleagues. The factor loading is between 0.61-0.98, higher than 0.40. R-squared (R^2) was between 37.60%-91.00%. Average Variance Extracted (AVE) was between 0.605-0.781, higher than 0.50. It can be said that the measurement model had convergent validity which means that the variables had good unity. Composite Reliability (CR) was between 0.808-0.966, higher than 0.60.

Therefore, all of the observed variables and the latent variables on the aspect of job performance efficiency had high levels of discriminant validity. The variable of participation in performance appraisal received the highest factor loading of 0.92, collaboration with colleagues had the factor loading of 0.91, and self-performance had the factor loading of 0.85. The results had high levels of discriminant validity, which indicated the fact that latent variable had good unity based on the criteria. The structural equation model of innovation for internal communication management in leading organizations of Thailand can be imported.

5.3.5 Analysis of the Correlation between Variables of the Model of Internal Communication Management Innovation in Leading Organizations in Thailand

This part analyses the problems of correlation between variables of the model of internal communication management innovation in leading organizations of Thailand to test the problem of Multi Collinearity. The data were processed by statistical computer software and can be summarized as follows:

5.3.5.1 Checking for Problems in Correlation between Variables of the Model of Internal Communication Management Innovation in Leading Organizations of Thailand

The results of the analysis for identifying the problems in model of internal communication management innovation in leading organizations of Thailand consisted of internal communication management innovation, employee engagement, and job

performance efficiency, showed a correlation efficient between 0.312-0.781, which was positive and less than 0.80. This reflected that independent variables were truly independent, having very little relation with one another, and there was no control on any of the variables. They had validity and unity. The latent variables are in accordance with the criteria for importing the model of internal communication management innovation in leading organizations of Thailand.

Table 5.9 The Results of the Checking for Problems in Correlation between Variables of the Model of Internal Communication Management Innovation in Leading Organizations of Thailand

Variable	Management Strategy	Message and Content	Form of Communication		Direction of Communication			Channel of Communication	Quality of Media	Organizational Culture	Organization Commitment			Employee Engagement			Job Performance Efficiency		
			Formal	Informal	Top-Down	Down-top	Horizontal				Cognitive	Emotion	Behavior	Vigor	Dedication	Absorption	Participation in Appraisal	Self-performance	Collaboration with Colleagues
Management	1.000	0.571	0.494	0.499	0.525	0.522	0.527	0.482	0.393	0.409	0.545	0.534	0.525	0.486	0.420	0.430	0.451	0.400	0.325
Strategy		0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Message and content		1.000	0.679	0.642	0.535	0.546	0.577	0.597	0.515	0.523	0.551	0.575	0.556	0.528	0.430	0.466	0.425	0.404	0.350
Form communication			1.000	0.609	0.473	0.494	0.542	0.551	0.472	0.534	0.518	0.540	0.476	0.482	0.384	0.393	0.399	0.364	0.339
Informal communication				1.000	0.542	0.508	0.531	0.590	0.432	0.458	0.513	0.524	0.503	0.443	0.383	0.375	0.409	0.360	0.312
Top-Down communication					1.000	0.774	0.674	0.639	0.523	0.502	0.636	0.653	0.637	0.580	0.486	0.477	0.469	0.384	0.379
Down-top communication						1.000	0.774	0.672	0.563	0.572	0.694	0.705	0.683	0.619	0.525	0.531	0.498	0.430	0.390
Horizontal communication							1.000	0.722	0.621	0.607	0.699	0.712	0.673	0.591	0.513	0.492	0.461	0.404	0.372
Channel of communication								1.000	0.742	0.698	0.738	0.743	0.700	0.668	0.602	0.598	0.583	0.535	0.503
Quality of media									1.000	0.717	0.679	0.695	0.674	0.640	0.537	0.589	0.531	0.488	0.484
										0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**

Table 5.9 (Continued)

Variable	Management Strategy	Message and Content	Form of Communication		Direction of Communication			Channel of Communication	Quality of Media	Organizational Culture	Organization Commitment			Employee Engagement			Job Performance Efficiency		
			Formal	Informal	Top-Down	Down-top	Horizontal				Cognitive	Emotion	Behavior	Vigor	Dedication	Absorption	Participation in Performance Appraisal	Self-performance	Collaboration with Colleagues
Organizational culture									1.000		0.714	0.710	0.668	0.661	0.602	0.591	0.561	0.541	0.494
											0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Cognitive											1.000	0.750	0.781	0.684	0.583	0.595	0.570	0.496	0.478
												0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Emotion												1.000	0.724	0.720	0.616	0.628	0.592	0.532	0.538
													0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Behavior													1.000	0.714	0.635	0.661	0.605	0.526	0.478
														0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Vigor													1.000	0.774	0.761	0.700	0.641	0.579	
														0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Dedication														1.000	0.751	0.700	0.736	0.639	
															0.000**	0.000**	0.000**	0.000**	0.000**
Absorption															1.000	0.714	0.736	0.635	
																0.000**	0.000**	0.000**	0.000**
Participation in performance appraisal																1.000	0.749	0.713	
																	0.000**	0.000**	0.000**
Self-performance																	1.000	0.767	
																		0.000**	0.000**
Collaboration with colleagues																		1.000	

Note: ** Statistically highly significant as $P < 0.001$, * Statistically significant as $P < 0.05$

5.3.5.2 Checking the Statistic of the Model of Internal Communication Management Innovation in Leading Organizations of Thailand

Table 5.10 Analytical Results of Variables Statistic of the Model of Internal Communication Management Innovation in Leading Organizations of Thailand

Variable	Range	Max.	Min.	Mean	SD.	Variance	Skewness	Kurtosis
Internal Communication Management Innovation								
Management Strategy	3.80	1.20	5.00	3.77	0.67	0.45	-0.42	0.54
Message and content	4.00	1.00	5.00	3.58	0.73	0.53	-0.27	-0.17
Formal of communication								
- Formal Communication	4.00	1.00	5.00	3.62	0.75	0.56	-0.40	-0.05
- Informal Communication	4.00	1.00	5.00	3.44	0.83	0.69	-0.33	-0.09
Direction of communication								
- Top-down communication	4.00	1.00	5.00	3.90	0.71	0.51	-0.59	0.53
- Down-Top	4.00	1.00	5.00	3.77	0.73	0.53	-0.45	0.35
Communication								
- Horizontal communication	3.75	1.25	5.00	3.74	0.74	0.54	-0.32	-0.15
Channel of communication	3.56	1.44	5.00	3.82	0.67	0.45	-0.36	-0.26
Quality of media	4.00	1.00	5.00	3.67	0.86	0.73	-0.44	-0.07
Organization culture	3.33	1.67	5.00	4.01	0.64	0.41	-0.42	0.15
Employee Engagement								
Organization commitment								
- Cognitive	4.00	1.00	5.00	3.79	0.77	0.60	-0.34	-0.16
- Emotion	3.33	1.67	5.00	3.78	0.71	0.51	-0.17	-0.58
- Behavior	3.50	1.50	5.00	3.78	0.73	0.53	-0.34	-0.10
Work engagement								
- Vigor	3.67	1.33	5.00	3.97	0.67	0.45	-0.43	0.00
- Dedication	3.60	1.40	5.00	4.09	0.68	0.47	-0.52	-0.03
- Absorption	4.00	1.00	5.00	4.01	0.72	0.52	-0.80	1.26
Job Performance Efficiency								
Participation in performance appraisal	3.50	1.50	5.00	3.91	0.70	0.50	-0.44	0.12
Self-performance	3.62	1.38	5.00	3.91	0.74	0.54	-0.51	0.11
Collaboration with colleagues	4.00	1.00	5.00	3.90	0.76	0.57	-0.66	0.90

According to table 5.10, the results from checking the statistic of the variables in the model of internal communication management innovation in leading organizations of Thailand, which consisted of: internal communication management innovation, employee engagement, and job performance efficiency, showed that dependent variables had a range between 3.33-4.00. Min was 1.00 and Max was 5.00, with the mean between 3.44-4.09. Standard deviation (SD.) was between 0.64-0.86. This reflected that the data were dispersed around the mean, since the standard deviation was less than 30% of the mean and had variance or the square root of standard deviation for measuring the dispersion was between 0.41-0.73. After considering the skewness or the overall lopsidedness of the distribution, it was found that the distribution of the variables skewed to the left (negative skewness), showing that the data of all the variables received the scores higher than the mean. The skewness was between (-0.80)-(-0.17). The Kurtosis was between (-0.58)-1.26, so the variables were distributed in a normal curve, reflecting that they had validity and were suitable for analyzing use of the structural equation model of internal communication management innovation in leading organizations of Thailand.

5.3.6 Analysis of Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand

This part analyses the Structural Equation Model (SEM) of the model of internal communication management in leading organizations of Thailand in order to check appropriateness and accuracy of it and make necessary adjustments to complete the model. The statistic was made acceptable by the method Modification Indices. Next was the checking of appropriateness and accuracy of the structural equation model by considering the factor loading of the variables and the R^2 in order to validate of covariation of the indicators. The results are in figure 5.4-5.5 and table 5.11-5.12.

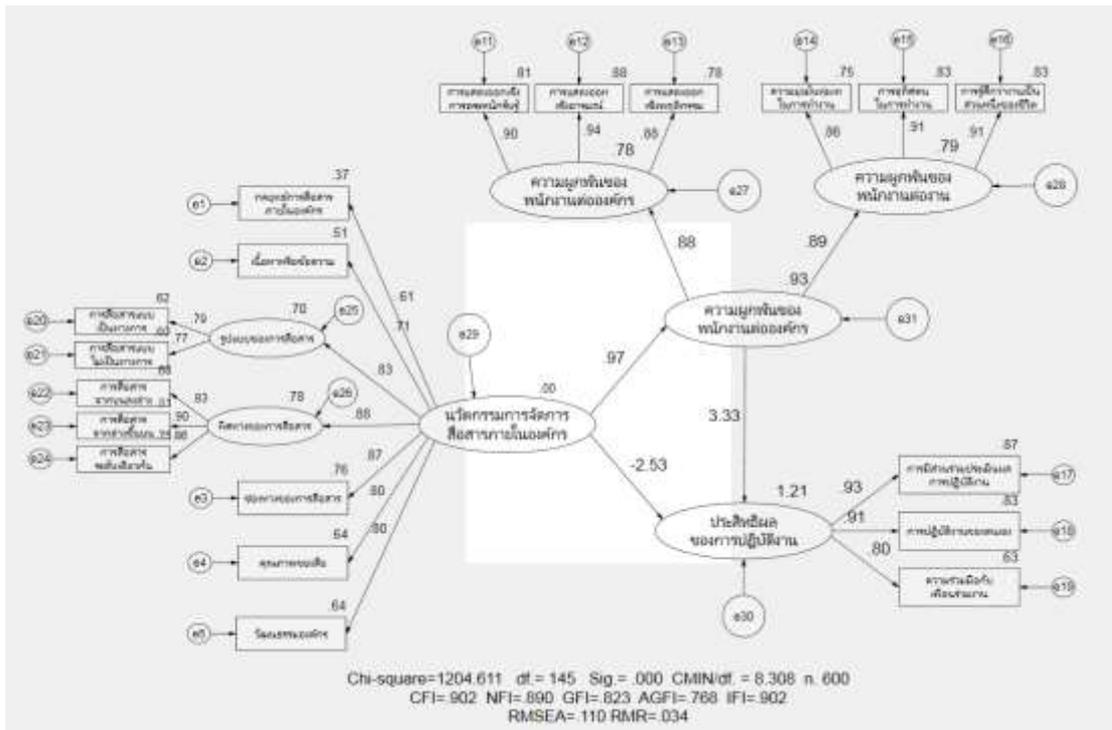


Figure 5.4 Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand-Before Adjustment Models

Table 5.11 The Model Fit Measurement Statistic of Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand-Before Adjustment Models

Indexes	Criteria	Results	Summary	Reference
Chi –Square	p. > 0.05	0.000	Rejected	Hair, Anderson, Tatham, and Black (1998), Bollen (1989) and Sorbon (1996)
CMIN/df.	< 3.0	8.308	Rejected	Bollen (1989), Diamantopoulos and Siguaw (2000)
GFI	≥ 0.90	0.823	Rejected	Hair, Anderson, Tatham, and Black (1998), Browne & Cudeck (1993)
AGFI	≥ 0.90	0.768	Rejected	Durande-Moreau an Usunier(1999), Harrison walker (2001)
NFI	≥ 0.90	0.890	Rejected	Hair, Anderson, Tatham, and Black (1998), Mueller (1996)
IFI	≥ 0.90	0.902	Accepted	Hair, Anderson, Tatham, and Black (1998), Mueller (1996)
CFI	≥ 0.90	0.902	Accepted	Hair, Anderson, Tatham, and Black (1998), Mueller (1996)
RMR	< 0.05	0.034	Accepted	Diamantopoulos and Siguaw (2000)
RMSEA	< 0.05	0.110	Rejected	Hair, Anderson, Tatham, and Black (1998), Browne and Cudeck (1993)

According to table 5.11, the results of model fit measurement statistic of structural equation model of internal communication management innovation in leading organizations of Thailand before the adjustment of the model showed that it was not consistent with the empirical data, with Chi – Square = 0.000, df = 145.0, Sig. = 0.000 < 0.05 and CMIN/df. = 8.308 > 3.0. GFI = 0.823, lower than 0.90; AGFI = 0.768, lower than 0.80; NFI = 0.890, lower than 0.90; and RMSEA = 0.110 > 0.05, higher than 0.90. Only three indexes of accepted criteria: IFI = 0.902 > 0.90; CFI = 0.902 > 0.90, meeting the criteria, and RMR = 0.034 > 0.05, lower than criteria. Therefore, it can be said that the model was not consistent with the empirical data so

it needs to be adjusted by using Modification Indices, so that there will be consistency of 48 pairs, as shown in table 5.12.

Table 5.12 Statistic of Structural Equation Model Adjustment of Internal Communication Management Innovation in Leading Organizations of Thailand by Modification Indices

No.	Variable		Variable	Estimate	S.E.	C.R.	Sig.
1	e1	<-->	e20	0.02	0.01	1.265	0.026*
2	e2	<-->	e1	0.05	0.01	4.141	0.000**
3	e2	<-->	e16	0.02	0.01	2.411	0.016*
4	e2	<-->	e17	-0.01	0.01	-1.939	0.025*
5	e2	<-->	e25	0.13	0.01	9.327	0.000**
6	e2	<-->	e26	0.02	0.01	2.942	0.003*
7	e3	<-->	e1	-0.05	0.01	-5.571	0.000**
8	e3	<-->	e13	-0.01	0.01	-1.243	0.021*
9	e3	<-->	e16	0.00	0.01	0.69	0.049*
10	e3	<-->	e24	0.03	0.01	3.855	0.000**
11	e4	<-->	e1	-0.07	0.01	-5.665	0.000**
12	e4	<-->	e16	0.03	0.01	4.095	0.000**
13	e4	<-->	e19	0.02	0.01	2.134	0.033*
14	e4	<-->	e21	-0.05	0.01	-3.85	0.000**
15	e4	<-->	e22	-0.03	0.01	-2.75	0.006*
16	e4	<-->	e23	-0.03	0.01	-2.832	0.005*
17	e4	<-->	e24	0.01	0.01	1.135	0.025*
18	e4	<-->	e3	0.03	0.01	3.208	0.001*
19	e5	<-->	e1	-0.05	0.01	-5.464	0.000**
20	e5	<-->	e11	0.01	0.01	2.293	0.022*
21	e5	<-->	e18	0.01	0.01	2.31	0.021*
22	e5	<-->	e19	0.01	0.01	1.232	0.021*
23	e5	<-->	e20	0.02	0.01	1.807	0.017*

Table 5.12 (Continued)

No.	Variable		Variable	Estimate	S.E.	C.R.	Sig.
24	e5	<-->	e21	-0.03	0.01	-2.734	0.006*
25	e5	<-->	e22	-0.04	0.01	-4.52	0.000**
26	e5	<-->	e23	-0.02	0.01	-2.98	0.003*
27	e5	<-->	e28	0.01	0.01	2.796	0.005*
28	e5	<-->	e4	0.04	0.01	4.425	0.000**
29	e11	<-->	e13	-0.02	0.01	-2.689	0.007*
30	e12	<-->	e20	0.01	0.01	2.075	0.038*
31	e13	<-->	e14	0.05	0.01	8.511	0.000**
32	e13	<-->	e16	0.02	0.01	2.862	0.004*
33	e14	<-->	e30	-0.11	0.01	-8.467	0.000**
34	e15	<-->	e16	0.09	0.01	8.312	0.000**
35	e16	<-->	e14	-0.01	0.01	-1.469	0.014*
36	e18	<-->	e19	0.06	0.01	6.444	0.000**
37	e18	<-->	e22	-0.02	0.01	-2.645	0.008
38	e18	<-->	e27	-0.01	0.01	-2.293	0.022
39	e19	<-->	e12	0.02	0.01	3.164	0.002
40	e19	<-->	e13	-0.01	0.01	-1.38	0.016*
41	e20	<-->	e14	0.02	0.01	2.704	0.007*
42	e20	<-->	e24	0.02	0.01	2.611	0.009*
43	e21	<-->	e22	0.03	0.01	2.772	0.006*
44	e22	<-->	e24	-0.04	0.01	-5.31	0.000**
45	e25	<-->	e31	-0.02	0.01	-3.534	0.000**
46	e27	<-->	e26	0.02	0.01	3.203	0.001*
47	e30	<-->	e26	-0.02	0.01	-3.121	0.002*
48	e30	<-->	e28	0.17	0.02	11.368	0.000**

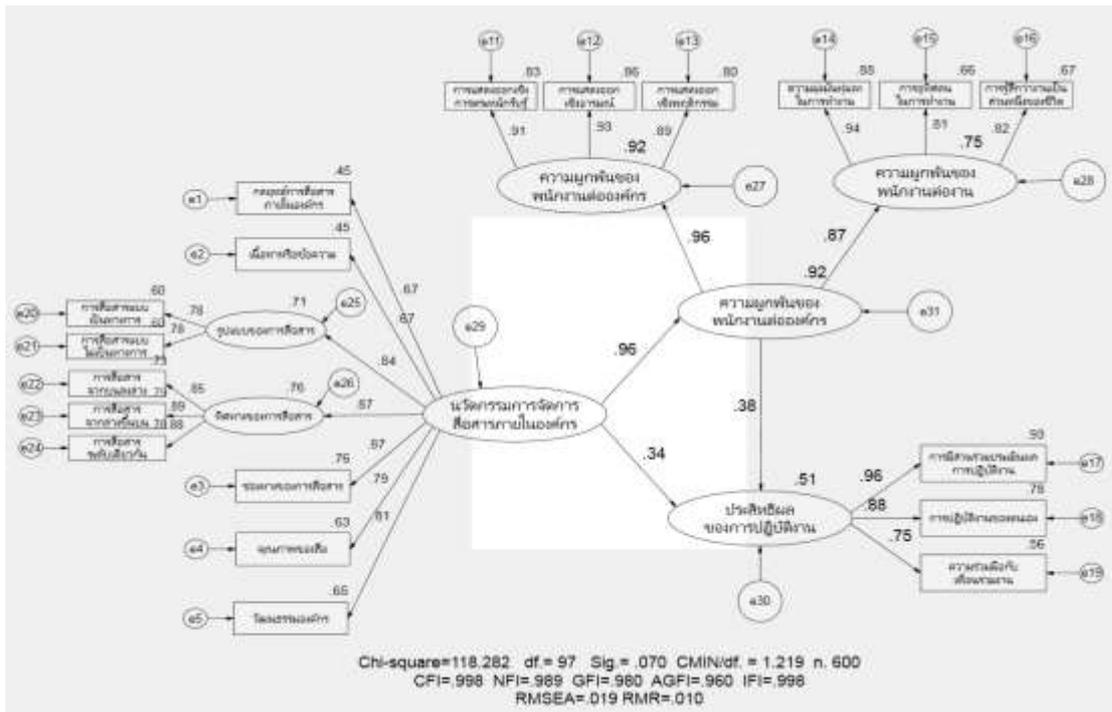


Figure 5.5 Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand-After Adjustment Models

Table 5.13 The Model Fit Measurement Statistic of Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand-After Adjustment Models

Indexes	Criteria	Results	Summary	Reference
Chi-Square	$p. > 0.05$	0.070	Accepted	Hair, Anderson, Tatham, and Black, (1998), Bollen (1989) and Sorbon (1996)
CMIN/df.	< 3.0	1.219	Accepted	Bollen (1989), Diamantopoulos and Siguaw (2000)
GFI	≥ 0.90	0.980	Accepted	Hair, Anderson, Tatham, and Black, (1998), Browne and Cudeck (1993)
AGFI	≥ 0.90	0.960	Accepted	Durande-Moreau an Usunier(1999), Harrison walker (2001)
NFI	≥ 0.90	0.989	Accepted	Hair, Anderson, Tatham, and Black, (1998), Mueller (1996)
IFI	≥ 0.90	0.998	Accepted	Hair, Anderson, Tatham, and Black, (1998), Mueller (1996)
CFI	≥ 0.90	0.998	Accepted	Hair, Anderson, Tatham, and Black, (1998), Mueller (1996)
RMR	< 0.05	0.010	Accepted	Diamantopoulos and Siguaw (2000)
RMSEA	< 0.05	0.019	Accepted	Hair, Anderson, Tatham, and Black, (1998), Browne & Cudeck (1993)

According to figure 5.5, the structural equation model of internal communication management innovation in leading organizations of Thailand after adjustment has a good level of consistency with the empirical data, based on the principles of Hair et al. (1998), Bollen (1989) and Sorbon (1996). It showed that the model was consistent with the empirical data, with Chi – Square = 0.070, $df = 97.0$, $Sig. = 0.070 > 0.05$ and $CMIN/df. = 1.219 < 3.0$. The results of the analysis after model adjustment showed that all seven indexes had a consistency and a statistic that accepted criteria. It can be summarized as followed:

1) Comparative Fit Index (CFI) gave a result of $0.998 > 0.90$, which is in accordance with the principles of Hair et al. (1998). Good CFI should be above 0.90 so this model has good consistency with the empirical data.

2) Goodness of Fit Index (GFI) is the level of variation or covariation that can be explained by the model. The results showed that $GFI = 0.980 > 0.90$. It was in accordance with the principles of Hair et al. (1998) and Mueller (1996). Good GFI should be above 0.90 so this model has good consistency with the empirical data.

3) Adjusted Goodness of Fit Index (AGFI) showed the variation and covariation that can be explained by the model of degree of freedom adjustment. Normally, AGFI is between 0 to 1. Acceptable AGFI should be higher than 0.90. The analytical results of this model showed that it was $0.960 > 0.90$, in accordance with the principles of Durande-Moreau and Usunier (1999) which stated that good AGFI should be higher than 0.90. Therefore, the model is consistent with the empirical data.

4) Root Mean Square Error of Approximation (RMSEA) is a statistic used in testing the hypothesis. Very good RMSEA should be less than 0.05 or between 0.05-0.08. It means that the model is rather consistent with the empirical data. The results from this model equaled to $0.019 < 0.08$, which is a very good RMSEA. The result of this index was in accordance with the criteria established by Hair et al. (1998), Browne & Cudeck (1993), reflecting that the model was consistent with the empirical data.

5) Normed fit index (NFI) is a statistic used in testing the hypothesis. Acceptable NFI should be higher than 0.90. The analytical results of this model equaled to $0.989 > 0.90$. The result of this index was in accordance with the concept of Hair et al. (1998), reflecting that the model was consistent with the empirical data.

6) Incremental Fit Index (IFI) is an index used in comparative test between the tested form and the basic form that none of the variables have no relation and at a value higher than 0.90. This will show that the theoretical form can very well explain the relation of the variables. Acceptable IFI should be higher than 0.90. The result of this model equaled to $0.998 > 0.90$. This index result was in accordance with the principle of Hair et al. (1998), reflecting that the model is consistent with the empirical data.

7) Root Mean Square Residual (RMR) is a statistic used in testing the hypothesis. RMR should be less than 0.05. Good RMR should equal to 0 or nearest to 0. The analytical results of this model showed that RMR equaled to $0.010 < 0.05$, a very good RMR, based on the criteria established by Diamantopoulos and Siguaw (2000). It reflected that the model was consistent with the empirical data.

According to the results of the analysis, the seven indexes were consistent with the empirical data, indicating that the model of internal communication management innovation in leading organizations of Thailand was consistent with the empirical data in a statically acceptable level. It consisted of independent variables: internal communication management innovation and employee engagement, dependent variables: job performance efficiency. They accepted the criteria of values and showed that the measurement model had validity. The results from the testing of influence are shown in table 5.14.

Table 5.14 The Results of the Analysis of Causal Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand

Variable (Correlation)			β	SE.	t-value	Sig.	R ²
Employee engagement	<	Internal organization management innovation	0.96	0.05	22.296	0.000**	92.00%
Job performance efficiency	<	Internal organization management innovation	0.34	0.19	2.311	0.020*	51.00%
Job performance efficiency	<	Employee engagement	0.38	0.19	2.584	0.010*	51.00%

Note: ** Statistically highly significant as $P < 0.001$, * Statistically significant as $P < 0.05$

According to table 5.14, the results of the analysis of a causal structural equation model of internal communication management innovation in leading organizations of Thailand showed that the independent variables (internal communication management innovation, employee engagement) and dependent variables (job performance efficiency) are related to the regression coefficients of independent variables in the form of a standard score. This coefficient of decision-making will indicate the influence of the variables at statistically highly significant as 0.001 and statistically significant as 0.05. The results of each aspect is as follows:

1) Internal communication management innovation consists of seven latent variables: Management strategy, message and content, form of communication, direction of communication, channels of communication, quality of media, and organizational culture. The factor loading between 0.67-0.87. Multiple correlation coefficient (R^2) was between 45%-76%. The results show that internal communication management innovation has an influence on job performance efficiency, directly on two aspects, and indirectly on one aspect, which are:

(1) Internal communication management innovation had a direct positive influence on employee engagement. It is a regression coefficient (β) = 0.96; statistic error = 0.05; t.-value = 22.296 and Sig. = 0.000 < 0.001. This can explain 92% of the influence on changes at statistically highly significant as 0.001.

(2) Internal communication management innovation had a direct positive influence on job performance efficiency. It is a regression coefficient (β) = 0.34; statistic error = 0.19; t.-value = 2.331 and Sig. = 0.020 < 0.05. This can explain 51% of the influence on changes at statistically significant as 0.05.

(3) Internal communication management innovation had an indirect positive influence on job performance efficiency through employee engagement. The total of regression coefficient (β) = 0.36 (0.96x0.38).

2) Employee engagement consisted two latent variables: organizational commitment, which had three variables (cognitive, emotional, and behavioral), and work engagement, which also had 3 variables (vigor, dedication, and absorption). The factor loading was between 0.81-0.94. Multiple correlation coefficient (R^2) was between 66%-88%. The test results showed that employee engagement had an influence on job performance efficiency directly on one aspect:

organizational commitment. It has a direct influence on job performance efficiency with regression coefficient (β) = 0.38; statistic error = 0.19; t.-value = 2.584, and Sig. = 0.010 < 0.05. This can explain 51% of the influence on changes at statistically significant at 0.05.

3) Job performance efficiency consisted of three latent variables: participation in performance appraisal, self-performance, and collaboration with colleagues. The factor loading was between 0.75-0.96, and multiple correlation coefficient (R^2) between 56% –93%.

Table 5.15 The Summary of the Effect of a Causal Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand

Variable	Effect	Employee Engagement	Job Performance Efficiency
Internal Communication Management Innovation	Direct effect	0.96	-
	Indirect effect	-	0.36
	Total effect	0.96	0.36
Employee Engagement	Direct effect	N/A	0.38
	Indirect effect	N/A	-
	Total effect	N/A	0.38
Job Performance Efficiency	Direct effect	N/A	N/A
	Indirect effect	N/A	N/A
	Total effect	N/A	N/A
R^2		92.00%	51.00%

According to table 5.15, the results from the analysis of the effect of a causal structure equation model of internal communication management innovation in leading organizations of Thailand showed that the most influential factor on job performance efficiency on the aspect of employee engagement had an influence coefficient at 0.38, followed by internal communication management innovation with

a total of influence coefficient at 0.36. This can explain 51% of the influence of the changes. Furthermore, the research results showed that the factor of internal communication management innovation had a positive influence on employee engagement with a total of influence coefficient at 0.96, which can explain 92% of the influence of the changes.

5.3.7 Conclusion of Hypothesis Testing of Causal Relationship of Internal Communication Management Innovation and its Effect on Employee Engagement and Job Performance Efficiency in Leading Organizations of Thailand

Hypothesis 1 (H1) – The model of the causal relationship between internal communication management innovation on employee engagement and job performance efficiency in leading organizations of Thailand is consistent with the empirical data.

The testing results is the acceptance of H1; in other word, the model of the causal relationship between internal communication management innovation on employee engagement and job performance efficiency in leading organizations of Thailand is consistent with the empirical data. The results after the adjustment of the model was Chi – Square = 118.282, df = 97.0, Sig. = 0.070 and CMIN/df. = 1.219. The seven indexes had consistency and passed the criteria, as CFI = 0.998, GFI = 0.980, AGFI = 0.960, RMSEA = 0.019, NFI = 0.989, IFI = 0.998, and RMR = 0.010.

Hypothesis 2 (H2) – Internal communication management innovation has a direct positive influence on employee engagement in leading organizations of Thailand.

The testing results is the acceptance of H2; in other word, internal communication management innovation has a direct positive influence on employee engagement in leading organizations of Thailand. The factor loading was at 0.96 and it can explain 92% of the influence at statistically highly significant as 0.001.

Hypothesis 3 (H3) – Internal communication management innovation has a direct positive influence on job performance efficiency in leading organizations of Thailand.

The testing results is the acceptance of H3; in other word, internal communication management innovation has a direct positive influence on job performance efficiency in leading organizations of Thailand. The factor loading was 0.34 and it can explain 51% of the influence at statistically significant at 0.05.

Hypothesis 4 (H4) – Employee engagement has a direct positive influence on job performance efficiency in leading organizations of Thailand.

The testing results is the acceptance of H4; in other word, employee engagement has a direct positive influence on job performance efficiency in leading organizations of Thailand. The factor loading was 0.38 and it can explain 51% of the influence at statistical significance of 0.05.

Hypothesis 5 (H5) – Internal communication management innovation has an indirect positive influence on job performance efficiency through employee engagement in leading organizations of Thailand.

The testing results is the acceptance of H5; in other word, internal communication management innovation has an indirect positive influence on job performance efficiency through employee engagement in leading organizations of Thailand. The factor loading was 0.36.

CHAPTER 6

CONCLUSION, DISCUSSION, AND SUGGESTIONS

In the research “Causal Relationship Model of internal communication innovation in leading organizations of Thailand”, mixed methods were used, including quantitative and qualitative research. The process was divided into two phases. In the first phase, qualitative methods were used to study innovations in internal communication management in leading organizations of Thailand and to study internal communication management innovation to establish employee engagement and job performance efficiency in those organizations. In-depth interviews were used as the tool for collecting data. The data gained from the interviews was analyzed and synthesized. In-depth interviews were used in data collection. The results gained from the interview were analyzed and synthesized to create a questionnaire for quantitative research in the 2nd phase. In the second phase, quantitative method was used to develop a causal relationship model of internal communication management innovation and its effects on employee engagement and job performance efficiency in leading organizations of Thailand. This stage also included the validation of consistency between the causal relationship model and the empirical data by using the questionnaire as the research instruments. The results can be summarized as followed.

6.1 Conclusion

6.1.1 Part 1: Qualitative Data Analysis

6.1.1.1 Internal Communication Management Innovation

1) The objectives of internal communication in leading organizations of Thailand can be classified into six matters: general information about the organization direction communication, communication during organizational crisis situations, engagement communication, change management communication,

work inspirations and conveying organizational culture, and internal surveys of employee's to ask for their opinions.

2) Strategies for internal communication management in leading organizations of Thailand can be classified into five key areas: 1) Target audience/customize segmentation strategy, such as level of receivers, and the level or employees, 2) Technological strategy by using social media such as Facebook and Line Application, 3) Content strategy, including news, guidelines, videos, and infographic contents, 4) Context strategy by considering the working environment, such as back office line or operational line and the age levels of employees, such as the Generation X or Baby Boomers, and 5) Employee strategy by using some specific groups of employees, such as Engagement groups, Engagement Ambassador team, and People's Champion, to communicate information within an organization.

3) The division responsible for internal communication can be divided into two groups, as follows.

(1) The divisions responsible for the organization internal communication are 1) Human Resource division (HR), which has a role in communicating news and information in the organization, informing employees about activities for building positive relations in the organization and about concepts/principles related to work, such as Kasikorn Bank Public Company Limited and Mono Technology Public Company Limited, 2) The Public Relations division (PR) as part of the internal communication division or department, which has the main role in communicating news and information from the organization and establishing the framework or guideline for internal communication, as well as building content to make it easier for employees to understand, such as Bangchak Corporation Public Company Limited, Advanced Info Service Public Company Limited, and The Siam Cement Public Company Limited, and 3) Assigning each division to be responsible for its own communication with other units. Because the organization is large and diverse; each division can focus on the news and information relating to itself, such as Toyota Motor Thailand Co., Ltd. and The Siam Commercial Bank Public Company Limited.

(2) The divisions responsible for monitoring and controlling the information to be communicated are: 1) Human Resource division

(HR) that has the main role in verifying organization information, such as Kasikorn Bank Public Company Limited., 2) The Public Relation department (PR) that has the main function to monitor the use of corporate identity among other divisions in the organization, as well as the content that each division needs to communicate, such as Bangchak Corporation Public Company Limited, and 3) Executives in each division who act as the auditors. Their main function is to check the information of one another and prevent the posting of undesirable messages and prevent the leaking of information, as well as considering the effects on related stakeholders, such as Toyota Motors Thailand Co., Ltd., PTT Global Chemical Public Company Limited, and The Siam Commercial Bank Public Company Limited.

4) There are two forms of internal communication in leading organizations of Thailand, as follows;

(1) Formal communication – it was found that most business organizations selected the form of communication based on the context and the content that they wish to communicate. For example, formal communication is done via Town Hall meetings, Board Committee meetings, messages from the CEO, meetings at all other levels, the intranet system, memos, announcements or bulletins, and SMS. The content to be communicated are general news or instruction for work such as rules and regulations. As for information about holidays, most businesses mainly used formal communication such as e-mails, bulletin boards, or the intranet. For urgent messages such as strikes, riots, outbreak of diseases, and natural disasters, most organizations used formal communication such as SMS or announcements through social media.

(2) Informal communication – it was found that most leading organizations are currently communicating through the Line application or Facebook because they are fast and effective. They create groups in social media to communicate with one another. All of the employees can receive the news and information at the same time and the gap in communication is reduced. Also, the relationship between supervisors and employees in each work unit are strengthened. They also use communication through activities such as executives visiting the employees, workshops, or caravan activities. Informal communication can reduce gaps and build closer relationships among employees.

5) The criteria used in considering content, news or messages to be communicated within leading organizations of Thailand are related to: content accuracy, content form, and the appropriateness of channels of communication. For formal communication content, most business organizations established a specific team and procedure for considering and checking the content, such as an Internal communication team, a Human Resource team, and a Management team. Organizations without a specific team for checking the content use the method of passing the content through various levels, from subordinates to the executives, to be checked, or sending the content to a specific work unit with direct responsibility for this, in order to ensure that the content or the message is accurate, easy to understand, and sent to the employees via appropriate channels.

6) There are three directions of internal communication in leading organizations of Thailand:

(1) Top-down communication or the communication from the executives toward the subordinates. The objective of this type of communication is to communicate and transfer policies, work directions, and work targets, as well as to convey the results of business operations, follow up on performance, and communicate about methods of work. Top-down communication is found in Town Hall meetings, monthly meetings, messages from the CEO or the President, the executive visiting the employees, and communication during special occasions. The results were that the subordinates had a clear understanding about the direction of the organization and the relationship between the executives and lower employees was strengthened.

(2) Down-Top communication is the communication from the subordinates to the executives. The objective of this type of communication is to provide opportunities for lower-level employees to express their opinions or give suggestions, and provide a space for listening and helping one another to solve problems/obstacles at work. Down-top communication is used in work unit meetings or morning talk. The channel of communication used in communicating directly to the executives are email or specifically-created applications for sending beneficial suggestion to the executives. Leading organizations of Thailand seem to have more of a tendency to shift toward down-top communication because this direction helps the

executives to be better informed and have more understanding about problems at work. Such information can be used to improve or support the performance of the employees and can create more cordiality between the executives and the employees.

(3) Horizontal communication is the communication between the same work line or across work lines. The objective of this direction of communication is to discuss or coordinate with one another about work, to request for cooperation in a task or activity, and to solve problems at work. This type of communication is informal. It was found that, for horizontal communication, leading organizations of Thailand use face-to face communication, telephone discussions, small meetings, or activities within the organization. This results in better understanding between the employees in the same work line and across work lines.

7) Channels of internal communication in leading organizations of Thailand are mostly technological, innovative channels that are used in the communication between employees or used for work. They are often for mobile phone use because this is convenient and accessible from anywhere at any time. This increases the effectiveness of internal communication. Most organizations develop their programs to be suitable to employee behaviors and how the programs are used. For example, SCB connect includes discussion and posting of messages. Software such as Yammer is used for group activities, Microsoft Office 365 is suitable for daily work, while Sli.do is suitable for asking questions in a meeting.

8) The results of using modern media channels of communication showed that leading organizations of Thailand received positive results such as communication being more accessible, communication being fast and convenient, more equality in the distribution of news and information, higher efficiency of job performance, virtual teams being formed, new forms of interaction being created, employee engagement being improved, and new stories or ideas being developed for the organization. There were also some negative results, such as an inability to separate personal matters from work matters in using social media, lack of media literacy, and lack of skills in using modern channels of communication.

9) As for the consideration of the quality of the media used within the organization, leading organizations of Thailand mostly consider the quality of the media and assess its quality as channels of internal communication. Quality

assessments or quality checks informed relevant persons about how much the media used in internal communication were effective or efficient. The principles used in considering the quality of the media are: PDCA (Plan Do Check Action), Return on Investment (ROI), and the results of satisfaction surveys conducted with the employees or system users or work units responsible for the media project.

10) Major factors that support or promote effectiveness and efficiency of internal communication can be divided into four factors, as follows.

(1) Sender – The sender of message should understand the whole process of communication, including appropriate content, channels of communication, and receivers. Senders should gain experience in using new kinds of communication channels to make the message more interesting. The senders should also use the right kind of messenger for each different content/message, or use brand ambassador employees as the messenger.

(2) Message and content – Messages should be interesting and appropriate for the target group. The language in the message should be suitable for the receivers. Messages should be accessible and easy to understand. The use of mixed content/message technique is encouraged.

(3) Channels of communication – The organization should use modern technology channels of communication. These channels should be accessible to all groups of employees, be convenient and easy to use, and should be suitable for the content to be communicated.

(4) Receiver or Target Group – This includes customization or dividing target groups based on information or news to be communicated and the selecting of the method of communication suitable for each target group or users.

11) There were two issues related to important factors that caused failures in internal communication among leading organizations of Thailand:

(1) Factors that caused failures include the inequality of skills and knowledge among message receivers, lack of communication skills in middle managers, the receiver or the target group not getting the message, the use of language that one is familiar with, a lack of knowledge or understanding about the

target group, the lack of follow-up and checking the information, the access to technology being limited, and the diversity of employees or target groups.

(2) Solutions for communication failures were related to personnel or employees, such as developing knowledge and skill for managers or supervisors, and try-and-learn (learning from mistakes). Solutions related to process include considering the personnel involved in all the aspects of the communication process, using PDCA as a checking procedure, and increasing the rights of the employees to access news and information equally.

12) There are two issues related to the establishment of organizational culture that will build employee engagement and encourage an increase in job performance efficiency, as follows.

(1) As for organizational culture, most of these organizations establish this based on the core values of their organizations and employee behaviors to be used as guideline for practice. The core value of most businesses focus on improving the identity of the employees or the organization, such as creativity and innovation, teamwork, change management, corporate social responsibility (CSR), customer focus, and other traits desirable for the organization.

(2) The methods to communicate or build a campaign to transfer the culture to the employees include an orientation program for new employees, training through workshops, using representatives to transfer organizational culture to the rest of employees, creating a good story about the organization and communicating it through the executive or the journal of the organization, and the use of activities in the organization.

6.1.1.2 Employee Engagement Establishment

1) Strategies related to employee engagement of the employees can be divided into two issues, as follows.

(1) Most leading organizations in Thailand hire consultants from other countries to establish the organization's long-term strategies, around 3-5 years, because they are knowledgeable and experienced, as well as having a database of employee engagement of employees around the world. The measurement of results is conducted by using surveys to measure the level of employee engagement of the employees. Most leading organizations in Thailand

established the target of employee engagement scores of their employees at 80% or higher. Their main strategies are: increasing the competency of the executives or managers, making their organization become an opportunity organization, creating positive experiences at work, using some employees as brand ambassadors, using transformative strategies, career path planning, establishing a good quality of life at work, and making employees feel that they are significant. The organizations conducted surveys on employee's opinions of employee engagement and used the data to produce an action plan for improvement based on the employee's needs.

(2) As for the responsible divisions and methods of employee engagement, almost all the leading organizations in Thailand hired consultants who were experts in human resource development, such as Aon Hewitt, Gallup, or Mercer, to establish the strategies or guidelines in order to establish the employee engagement of the employees. They also assigned the executives and human resource divisions to coordinate with the consultant companies to determine policies, directions, action plans, work procedures, and following up and measuring employee engagement.

2) The approaches or Methods of using media and activity to establish employee engagement. Each of the leading organizations in Thailand have their own different forms of activities, depending on the type of organization, number of employees, and the context of the organization. The guidelines or methods for using media and activities include 1) using teams or divisions to participate in communication, such as supervisors or knowledgeable employees, to transfer or share their experience of how they have been successful in building employee engagement with the members of their divisions, communicating through the roles of engagement ambassadors or job champions, answering questions or inquiries from the employees, the executives visiting the employees, and setting a forum for the employees to freely express their opinions, and 2) arranging employee engagement activities, such as allocating sponsorships to divisions to arrange activities and annual field trips, giving employees' birthday greeting messages, setting up clubs or groups of employees to perform various activities, supporting sport teams, and inviting external facilitators to give lectures to the employees to increase their knowledge.

3) As for conducting research and surveys of employee engagement to collect data, it was found that most leading organizations in Thailand use companies specialized in measuring the level of employee engagement to conduct research and survey on this matter, which is usually done once a year. The methods of surveys include the online questionnaire and paper-based questionnaire. The items concern matters or issues that the executives wish to know the opinions of the employees about at present and in future. Currently, the surveys have been conducted on satisfaction in sub-levels or periodically about the matters that the organization wishes to know in order to use the data to improve the performance of the employees throughout the year.

6.1.1.3 Employee Effectiveness Enhancement for Job Performance

1) Organization strategies to increase effectiveness enhancement for job performance include employee skill development based on the job description, plan and assign training courses to employees at each of employee level, coaching and knowledge transfer development for superiors to convey to their subordinates, developing Individual Development Plans or IDP'S between superiors and subordinates, providing employee development programs for growth by dividing them into groups with a suitable program for each group, and job rotations toward new positions.

2) On the development and support of employees to increase efficiency of their job performance, it was found that the system and method for improving skills, knowledge and ability of each employee differ. For example, the use of an Individual Development Plan (IDP), the training of employees at each level, offering of training courses that the employees might be interested, e-learning, career development plans, and job rotations. Most of these organizations rely on the principles that promote job performance efficiency according to the universal learning principle “70: 20: 10”, which consists of learning through real work experience, learning or transfer of knowledge from the experts in each work line, and additional education through training.

3) With the practice or the method for job performance appraisal of the employees, it was found that most of the organizations evaluate the performance of their employees every year to use the data for planning the

development of skills and knowledge of the employees in the organization through the use of an Individual Development Plan (IDP) to make it suitable for each employee, as well as the use of a succession plan. The job performance appraisal considers two major measures: 1) Job performance appraisal shall be conducted twice a year, in mid-year and at the end of the year, by using Key Performance Indicators (KPI), based on the main function and responsibilities of the employees. The executives in some organizations were evaluated 360 degrees, in addition to job performance appraisal; and 2) Competency appraisal is conducted once a year. The results are used to improve the development of employee's competency.

4) Survey or research on employee performance effectiveness enhancement includes the procedure of data gathering or periodical job performance appraisal so that the organization can use the data to make Individual Development Plan (IDP) and to develop the competency of the employees to be in line with the future goals and direction of the company. The techniques or tools used by the organizations are training courses. The organizations develop these courses to increase job performance efficiency in two ways: 1) The organization hires the consultants or world-class standard institutes to help plan and develop the curriculum for training courses such as Sasin Institute, PacRim Company, and Harvard Business School, and 2) Organizations not hiring any consulting firms ask their own human resource divisions to develop training curricula that are necessary for work and use them as a guideline in developing their own training curriculums for the employees.

6.1.1.4 Employee Engagement and Effectiveness Establishment through the Organization Internal Communications Management Innovation

1) The use of innovation for internal communication management to establish employee engagement in most leading organizations can be classified into three types of media:

(1) Human media were the most effective media. The techniques or methods of using this kind of media include skill development for the executives or the managers, human touch communication, face-to-face or direct communication, communicating through engagement ambassadors, and informal Town Hall meetings.

(2) Technological media enables rapid communication and is accessible anywhere at any time. The techniques or methods for using this kind of media include the use of online broadcast tools, the use of the Line Application, and expressing of opinions through electronic channels such as e-mail or applications of the organization.

(3) Activity media helps build closer relationship between various levels of the executives and their employees. The innovations of internal communication management that use this type of media are: asking opinions from employees, talking at various social occasions, and congratulating the employees. Leading organizations of Thailand use innovations for internal communication management to build employee engagement by visiting employees and meeting them at important activities.

2) The use of internal communication management innovation enhances job performance efficiency in most leading organizations with the purpose of increasing convenience in communication, reducing time in traveling, improving work procedures, and ensuring that all employees receive the message at the same time. The innovation that most organizations used were a video conference system for meetings, digital workplace, Yammer program, and Microsoft 365. The use of technology to develop the knowledge of the employees includes an e-learning system and the use of specialized employees to share their experiences or knowledge.

3) The results of using innovation for internal communication management innovation on employee engagement and increase of job performance efficiency can be divided into two categories:

(1) Effects on employee engagement establishment include building good relationships among employees within the organization, building closeness between employees, allowing positive interactions between colleagues or between the executives and subordinates, giving opportunities to employees to express their opinions, and having channels that the employees can use to present new innovations.

(2) Effects on employee effectiveness enhancement include employees having fast and convenient access to news and information, employees having space to share beneficial news and information, employees being

able to build networks for work and exchange of knowledge, supervisors having a system to manage the subordinates by themselves, and adding channels for making decisions at work.

4) Concerning the gaps between older and younger employees using innovations for internal communication management, it was found that currently the organizations have employees from Generation Baby Boomers, Generation X, and Generation Y. The problems concerning older and younger employees include differences of lifestyle and limitations in using new technology. The solutions are to provide training and study tools as well as studying their lifestyles.

5) There are four factors that promote internal communication management innovation towards the achievement of the employee engagement establishment and job performance efficiency, which are: 1) Sender such as the executives should be role models, the development of managers/supervisors, establishing communication plans for each topic, and making employees feel important, 2) Message and content, such as messages being interesting, easy to understand, leading to practice, and suitable for the target group, the media literacy of employees, and understanding the context of the content to be communicated, 3) Channels of communication such as the diversity of channels, promoting technological channels, frequency of communication, face-to-face discussion, and 4) The receiver or target group, such as designing the communication to be appropriate for the target group.

6) Factors that lead to obstacles or failures in the use of internal communication management innovation toward the building of employee engagement and job performance efficiency are as follows; misunderstanding, misinterpretation, the lack of publicizing internal communication, the lack of communication through continuous and innovative channels, inappropriate communication innovations, and the context of conflicting identities through the use of social media.

7) As regards the tendency and adoption of internal communication management innovation toward employee engagement and performance efficiency establish. Most leading organizations accept new forms of

innovation to build employee engagement and to improve effectiveness and efficiency of job performance efficiency, as well as to increase the channels of communication in the organization and to strengthen the relationship between employees. The results from using internal communication management innovation is faster communication, closer relationships between employees, sharing of knowledge between employees, more channels to receive news and information in the organization, and employees choosing channels of communication that are appropriate for their behaviors in life and work.

8) Suggestions for using internal communication innovation toward employee engagement and performance efficiency establish are: communication teams of the organization need to thoroughly understand SMCR; the organization needs to be clear about how to use the innovation for communicating in the organization; it is necessary to consider the readiness or the elements of the organization before using internal communication innovations; the form of communication must be easy, clear, and appropriate for the context of the employees; a forum needs to be created for employees to share their opinions on using innovations for internal communication, and innovations to reduce meeting times should be created.

6.1.2 Part 2: Quantitative Data Analysis

6.1.2.1 Analysis of General Data from the Questionnaire Respondents

The general information of 600 respondents in the sample group as classified by gender shows that most of them were female, in the age range between 31-40 years old, had a bachelor's degree as the highest education level, had a monthly income between 20,000 -30,000 Baht and had worked for their organization for 5-10 years.

6.1.2.2 Analysis of Satisfaction with the Channels of Communication in the Organization

For the level of satisfaction with the channels of communication, it was found that most operational employees in leading organizations of Thailand, in general, have a high level of satisfaction. After considering each aspect, it was found

that the channel that received the highest average score was corporate emails, followed respectively by the intranet, telephone, social networks: Line, emails from supervisor/manager, and face-to-face communication. The Channels of communication with the lowest average score was Short Message Service (SMS).

6.1.2.3 Analysis of Variables Perception of Internal Communication Management Innovation in Leading Organizations in Thailand

For the analysis of variables perception of internal communication management innovation in leading organizations in Thailand, it was found that the perception in general was at a high level. When considering each aspect, number one on the list was organizational culture, followed by channels of communication, direction of communication, management strategy, quality of media, and message and content. The last one on the list was the form of communication. Each aspect can be summarized as follows.

1) Organizational culture had a high level of perception; the item that received the highest score was “organizational culture corresponds with the behaviors of the employees and can be guided in the way they conduct themselves.”

2) Channels of communication also had a high level of perception; the item that received the highest score was “channels of internal communication for coordination help increase effectiveness and efficiency.”

3) Direction of communication had a high level of perception. When considering each aspect, the number on the list was top-down communication, which had a high level of perception. The item with the highest average score was “the executives or the superiors give opportunities for the employees to ask questions or express their opinions during the meeting.” Second on the list was down-top communication, which had a high level of perception. The item that received the highest average score was, “employees are able to inform the executives or the superiors about problems or obstacles during work in order to improve the quality of their work.” The third on the list was horizontal communication, which also had a high level of perception. The item that received the highest average score was “communicating with colleagues about the work in order to have the same understanding.”

4) Management strategy had a high level of perception. The item that received the highest score was “the organization selects specific employees to be representatives for communication between the executives and the employees.”

5) Quality of media had a high level of perception. The item that received the highest score was “the department or division reviews the use of media or channels of communication and stops using ones that are not effective or not popular among employees.”

6) Message and content, in general, had a high level of perception. The item that had the highest score was “presentation of message and content varies according to the context of information and channels of communication such as Clip VDO, Info Graphic, and Power Point.” The item that received the lowest score was “message and content is clear, easy to understand and accurate.”

7) Form of communication, in general, had a high level of perception. When considering each aspect, it was found that formal communication had a high level of perception; the item that received the highest score was “current formal communication helps the employees to receive sufficient news and information appropriate for their jobs.” The item that received the lowest score was “the organization has formal communication from the executives or the superiors to the employees through town hall, memos, minutes, e-mails, and bulletin board.” Next was informal communication which had a high level of perception. The item that received the highest average score was “informal communication such as activities and visiting employees helps you understand the direction of your work or what your organization is doing.” The item with the lowest score was “informal communication such as Line, activities, or executives visiting employees, helps increase the efficiency of internal communication.”

6.1.2.4 Analysis of the Perception of Employee Engagement Variables

It was found that employees in leading organizations of Thailand had a high level of perception of employee engagement in general. When considering each aspect, the results were as follows.

1) Work engagement received the highest average, with the sub-aspect “dedication” receiving the highest perception. The item that received the highest average was “to me, my job is challenging” Next on the list was the sub-

aspect “absorption” The item that had the highest average was “when I am working, I forget everything else around me.” The third on the list was the sub-aspect “Vigor” The item with the highest average was “At my job, I am very resilient, mentally.” followed by “at my work I always persevere, even when things do not go well.”

2) Organization commitment, in general, had a high level of perception. When considering its sub-aspects, the one that had the highest perception was “cognitive” and the item that had the highest average was “being confident that the organization is changing for the better for its future success.” The item with the lowest average was “having a good understanding about the goals and objectives of the company.” The second sub-aspect on the list was “emotional” and the item that received the highest average was “believing that the supervisor will distribute work to the subordinates appropriately.” The item that received the lowest average was “Thinking that I am suitable to work for this company.” The third sub-aspect on the list was “behavioral” The item that received the highest average was “being aware that the company is doing something for its success.” The item with the lowest average was “one of the most exciting things for me is getting involved with things happening in this organization.”

6.1.2.5 Analysis of Job Performance Efficiency Variables

In general, the perception of job performance efficiency in leading organizations of Thailand was at a high level. When considering each aspect, “participation in performance appraisal” and “self-performance.” received the highest average. The item with the highest average was “receiving permission to be a part of my performance appraisal.” The item with the lowest average was “performance appraisal is about the accomplishment of goals and objective initially established.” When considering the items of “self-performance,” the one with the highest average was “using all of the skills and knowledge to accomplish work successfully.” The item that received the lowest average was “putting more efforts in order to accomplish assigned tasks on time.” For collaboration with colleagues, the items with the highest average were, “keeping a good relationship with other colleagues.” and “always cooperating with other colleagues when doing work that is diverse in nature. The item with the lowest average was “sometimes helping other employees who face problems in doing their assignments.”

6.1.2.6 Confirmatory Factor Analysis of a Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand

1) On the aspect of internal communication management innovation, the results showed that confirmatory factor measurement model fitted the empirical data at a good level. Channels of communication received the highest factor loading of 0.98. Second to that was organizational culture, which received a factor loading of 0.94, followed by direction of communication with a factor loading of 0.85, quality of media with a factor loading of 0.81, form of communication with a factor loading of 0.79, message and content with a factor loading of 0.78, and management strategy with a factor loading of 0.66, respectively.

2) On the aspect of employee engagement, the results showed that confirmatory factor measurement model fitted the empirical data at a positive level. Organization commitment variables about cognitive had the highest factor loading of 0.99, followed by emotional and behavioral; each had a factor loading of 0.98. As for work engagement, absorption received a factor loading of 0.99, followed by dedication with a factor loading of 0.97, and vigor with a factor loading of 0.96.

3) On the aspect of job performance efficiency, the results showed that confirmatory factor measurement model fitted the empirical data at a positive level. The variable of participation in performance appraisal had the highest factor loading of 0.92, collaboration with colleagues with a factor loading of 0.91, and self-performance with a factor loading of 0.85.

6.1.2.7 Analysis of Structural Equation Model of Internal Communication Management Innovation in Leading Organizations of Thailand

The results from the first analysis of the model showed that the goodness of fit index for the structural equation model of internal communication management innovation in leading organizations of Thailand did not fit the empirical data and did not meet the criteria. Thus, model modification was conducted by adjusting the parameters and loosening the fundamental agreement, allowing the deviation to be related. After the modification, the structural equation model fitted with the empirical data at a positive level. It showed that the model was consistent

with the empirical data, with Chi – Square = 0.070, df = 97.0, Sig. = 0.070 > 0.05 and CMIN/df. = 1.219 < 3.0, CFI = 0.998, GFI = 0.980, AGFI = 0.960, RMSEA = 0.019, NFI = 0.989, IFI = 0.998, and RMR = 0.010.

6.1.2.8 Conclusion of Hypothesis Testing of Causal Relationship of Internal Communication Management Innovation and its Effect on Employee Engagement and Job Performance Efficiency in Leading Organizations of Thailand

Hypothesis 1 (H1) - The testing results is the acceptance of H1; in other word, the model of causal relationship internal communication management innovation on employee engagement and job performance efficiency in leading organizations of Thailand is consistent with the empirical data.

Hypothesis 2 (H2) - The testing results is the acceptance of H2; in other word, internal communication management innovation has a direct positive influence on employee engagement in leading organizations of Thailand

Hypothesis 3 (H3) - The testing results is the acceptance of H3; in other word, internal communication management innovation has a direct positive influence on job performance efficiency in leading organizations of Thailand.

Hypothesis 4 (H4) - The testing results is the acceptance of H4; in other word, employee engagement has a direct positive influence on job performance efficiency in leading organizations of Thailand.

Hypothesis 5 (H5) - The testing results is the acceptance of H5; in other word, internal communication management innovation has an indirect positive influence on job performance efficiency through employee engagement in leading organizations of Thailand.

6.2 Discussion

From the research “Causal relationship model of internal communication innovation in leading organizations of Thailand,” we can make the following points.

6.2.1 Internal Communication Management Innovation

6.2.1.1 Objectives of internal communication - Organizations have six objectives for internal communication: to inform about general news and information and direction of the organization, communication during organizational crisis situations, engagement communication, change management communication, work inspirations and conveying organizational culture communication, and internal survey collaboration requisition for employee’s to ask for cooperation opinions. This is consistent with the internal communication strategy stated by Goodman et al. (2013) and Cox (2014), as well as the concept of Welch and Jackson (2007) who said that internal communication is strategic management of communication and the relations between the stakeholders of an organization at every level. Such strategy has been designed to encourage organization commitment, a sense of belonging, awareness of environmental change and to build mutual understanding in order to develop the goals and build awareness and employee engagement. (Kalla, 2005; Yates, 2006; Verghese, 2017; Bunga Posiw, 2010)

6.2.1.2 Strategy of internal communication management - It was found that the strategy of managing internal communication by using technology are the use of social media such as mobile applications like Line to communicate information between employees. This corresponds with the statement of Pisak Chainirun (2010) who said that most organizations today use social media as a channel of internal communication, such as blogs, twitter or micro blogs, social networking like Line application, Facebook, and Yammer, media sharing, such as Youtube and social news and bookmarking.

6.2.1.3 Internal Communication Format - There are Two Forms of Communication Used in the organizations.

1) Formal communication - Organizations use this form of communication, depending the context and the content that they wish to

communicate. The methods used are Town Hall meetings, Board Committee meetings, Messages from the CEO, meetings at all other levels, Intranet system, memos, announcements or bulletins, SMS, and social media. This is consistent with the research of Pattama Sompornchaiyakij (2013) who concluded that the Organization communication of the City Law Enforcement Department of Bangkok used was formal communication in top-down direction. The purpose was to transfer policies and work approach through the channels of order, circular notices, meetings, and bulletin boards.

2) Informal Communication - It was found that most leading organizations today uses Line Application, Facebook, and activities such as the executive visiting the employees at work, arranging workshops, or caravan activity. This is because it makes communication fast and effective. All of the employees can receive news and information at the same time. It also strengthens the relationship between the superiors and the subordinates in each division. This is consistent with the concept of Zaremba (2010) who said that informal communication, such as chatting and gossiping, can spread news and information quickly. This also corresponds with the research of Pattama Sompornchaiyakij (2013) who found that informal internal communication in the City Law Enforcement Department of Bangkok and its operators were directly speaking to the employees, sending messages through Line or Facebook when giving orders. The subordinates can also report back the results of to the superiors, so it is two-way communication which can build positive relations between them.

6.2.1.4 Direction of communication-it was found that leading organizations of Thailand use three directions for internal communication.

1) Top-down communication is communication from the highest executives to the subordinates. The objective of this communication direction is to transfer policies, work directions, work objectives, to inform operational results, to follow-up on performance, and to inform the employees about method of work. This kind of communication is done through Town Hall meetings, monthly meetings, Messages from the President or the CEO, the executive visiting the employees, and communication during special occasions. This is consistent Welch and Jackson (2007) view who stated that internal corporate communication is the communication between

the executives to all of the employees in the organization. It is one-way communication and is used to communicate issues in the organization such as goals, objectives, development of new products, activities and success of the organization. This is similar to the concept of Zaremba (2010) who said that top-down communication is a way of sending order, policies, goals, and regulations from the executives to the employees without wanting feedback. Examples of this communication direction are employee handbook, letters to employees, meetings in each work unit, minutes of meetings, internal journals, internal bulletin boards, announcements, and orders from top executives to operational employees.

2) Down-Top communication is communication from the subordinates to the superiors. The objective is to provide opportunities for the employees to make suggestions or give opinions, to create a space for listening and solving problems/obstacles together. Down-top communication is done through work unit meeting, morning talk, and e-mail. This accords with the concept of Welch and Jackson (2007) who stated that communicating through line managers relate to the roles of employees and had effects on communication with each individual employee. The examples of internal communication in this direction were discussions to set up objectives/goals and evaluation meeting, all of which are done on a day-to-day basis. This is consistent with Zaremba (2010) who stated that down-top communication include surveys, suggestion programs, and employee meetings.

3) Horizontal communication - This is communication between the same work line or across work lines. The purpose of most horizontal communications is to talk or coordinate with one another about work, ask for cooperation, and to solve problems. This kind of communication is informal. The methods are usually face-to-face communication, telephone discussion, small meetings, or activities within the organization. This agrees with the statement of Thill and Bovee (2010) who said that horizontal communication from one department to another - both in linear and diagonal direction, to build cooperation and coordination between employees from different departments-can solve problems, share information between colleagues, uplift morale and resolve conflicts (Koehler et al., 1981). It also matches what Neher (1997) also said that horizontal communication includes group meetings, phone talk, notes, and social activities.

6.2.1.5 Innovative Channels for Internal Communication Management

- It was found that the organizations use technological innovation as channels of communication between employees or use it because it is convenient and accessible anywhere any time. The organization develops such programs to be used with mobile phones and are suitable for the behaviors and usage of employees such as SCB connect, Yammer, Microsoft office 365, and Sli.do. This is in Line with the concept of Pisak Chainirun (2010) who said that Yammer is an online network for organizations that is similar to Twitter, but can only be used within an organization. Users must have an e-mail account with the organization to be able to use the service.

6.2.1.6 Results from using modern technology channels of communication

- It was found that the organizations received positive results such as faster and more accessible communication, employees having equality in receiving information, more effective work performance, virtual teams, new forms of interaction among employees, building of employee engagement, and creating of new stories or concepts of the organization. This finding is similar to the research of Opitz and Hinner (2003) and Tourish and Hergie (2009) which found that efficient internal communication will connect, support, and encourage employees to devote themselves to work in order to make the organization succeed, accomplish work goals, and increase productivity. This is also in agreement with the work of Jue et al. (2010) who stated that the effects of modern media can promote good relations between the employees because it can create better relations between the executives/the superiors and the subordinates. New employees will absorb organizational culture faster and blend in with other employees quickly. They choose online media because of its easy access.

6.2.1.7 Major factors that support or promote internal communication

to be more effective and efficient - There are four important factors: 1) The sender (should understand the whole process of communication including content, communication channels and receiver, should create a new communication experience by using new channels of communication that are interesting and suitable for the target audience in each topic), 2) Message and content (should be interesting and suitable for the receiver, should be accessible and easy to understand, should use mixed content to make it more attractive, 3) Channels of communication (should be

accessible for all group of employees, should be convenient and easy to use, and should be appropriate for the content, and 4) Receiver or target audience (should be customized based on the content or information to be communicated, communication method suitable for the user or target group). This is consistent with the statement of Welch and Jackson (2007) that said the factors that affect the effectiveness of internal communication are channel and content because they are needed to ensure that the message is sent to the employees. This is consistent with the research of Kanmanee Sangsrijirapat (2007) who found that the success factors of internal communication are knowledge and understanding about the content to be communicated, the effective use of media, and interesting content.

6.2.1.8 Factors that cause failure in leading organizations of Thailand are unequal skills and knowledge of receiver, middle manager lacking communication skills, information sent not reaching the receiver, using only language or content that one is familiar with, lack of understanding of the target audience, lack of information check or follow up, limitation of technology access, and diversity of employees or target audience. This corresponds with Zaineb (2010) who said that there are five obstacles to internal communication: perception, emotion, language, culture, and differences in gender, race, religion, as well as group status and physical aspects. This is consistent with Lunenburg (2010) who considered that the factors that become obstacles in communication are process barriers like sender, encoding, media, decoding, receiver, and feedback, because communication is complicated and continues in a cycle, physical barriers, semantic barriers, and social psychology, which is the relation between psychology and social sciences like experience, filtering, and psychological distance.

6.2.1.9 Establishing organizational culture that builds employee engagement and encourages the increase of job performance efficiency - It was found that the organizations establish their organizational culture through the core values and behaviors of employees as a guide for all employees to share. The core values of most organizations focus on the identity or the mission of the organizations themselves. Examples are creativity and innovation, teamwork, change management, corporate social responsibility (CSR), and customer focus. This accords with Block (1989) who found that internal communication strategy can be used in building

organizational culture. If the culture is beneficial for the performance, it will increase productivity. This is because employees trust one another and have a sense of belonging. This also is in line with Yates (2006) who found that the cultural factors and values of the organization can help internal communication to be more efficient and have positive effects on employee engagement.

6.2.1.10 Methods of communication campaign for transferring organizational culture to employees are training through orientation programs for new employees, workshops, using employees as representatives to transfer organizational culture, creating positive stories about the organization through the executives or organization's journal, and activities. This is in line with Wichian Wittaya-Udom (2004) who said that the communication methods for building organizational culture are legends or stories, using material symbols, rituals, and language or motto.

6.2.2 Employee Engagement Establishment

6.2.2.1 Strategies of organization on employee engagement establishment - It was found that most of the organizations hired foreign consultants from abroad to establish long-term strategic plan for 3-5 years. The main strategies are: increasing the abilities of the executives or the superiors, building an organization of opportunities, creating good experiences at work, using employee as brand ambassadors, transformation, planning career growth, building a good quality of life, and making employees feel important. This fits with the research of Albrecht (2010) who explained that the factors that drive employee engagement are leaders who give inspiration for the future, managers who accept employees and build teams, exciting work with opportunities to develop knowledge and skills, and responsibility toward employees and society. This is consistent with the research of Robinson et al. (2004) which found that managers have a direct influence on the level of engagement. The main responsibility of the manager is to create employee engagement and create a feeling of involvement and organizational values through caring for the subordinates, telling stories, acting fairly, building career inspiration, and keeping a balance in the opportunities for training and development.

6.2.2.2 Approaches or Methods of using media/activity to establish employee engagement - It was found that organizations have different forms of

activities, depending on the type of business, number of employees, and the context of the organization. These activities include getting teams or individuals involved, such as asking knowledgeable superiors or employees to tell stories, communicating through engagement ambassadors or job champions, answering questions or inquiries, visiting employees at work, arranging activities and annual field trips, giving employees' birthday greeting messages, and setting up clubs or groups of employees to perform various activities. This agrees with the research of Buckingham and Coffman (1999) who studied employee engagement. They found that managers play important roles in building employee engagement. It is similar to the approach of Taylor Nelson Sofres (2004) who divided employees into groups. The ambassador group have employee engagement and work engagement. They speak well about the organization to others and they use their full capacity at work. They are proud that their work contributes to the success of the organization and are willing to work hard to improve and increase productivity. This group of employees are the most valuable asset of the organization.

6.2.3 Employee Effectiveness Enhancement for Job Performance

For the method used in job performance appraisal of the employees, most of the organizations evaluate the performance of their employees every year. The method consists of two parts. The first one is job performance appraisal through Key Performance Indicators (KPI) according to the main functions and responsibility of the employees. In some organizations, the method of 360-degree evaluation is also used in appraising the performance of the highest executives. The second one is competency appraisal to plan capacity development for employees. This is consistent with the concept of Cascio (1995) and Somchai Hirankitti (1999) who said that the main objectives of performance are 1) To use it as a tool to develop the employees, 2) Performance evaluation/assessment can be beneficial for improving each employee's performance, 3) Data from evaluation results are used in decision making in human resource management such as salary increases, promotions, job rotations, etc.

6.2.4 Employee Engagement and Effectiveness Establishment through Organization Internal Communication Management Innovation

6.2.4.1 Using innovation for internal communication management to establish employee engagement - It was found that most of the organizations use three kinds of media: 1) human media, which is the most effective. Examples are development of the executives or the managers, human touch communication, face-to-face or direct communication, communicating through engagement ambassadors, and informal Town Hall meetings, 2) Technologies such as Line application or expressing opinions through other electronic channels such as e-mail or application of the organization, and 3) Activity media, such as asking opinions from employees, talking during various occasions, and visiting employees at work. This matches the research of Cutlip and Center (1952) who found that the most effective channel is verbal communication and face-to-face communication. This also is in line with Fairlie and Ogg (1998) who said that face-to-face communication creates an atmosphere of trust and can strengthen relationships. This corresponds to the research conducted by Narumol Patnil (2011) who found that the most appropriate strategy was internal communication because arranging activities within an organization is a two-way communication. It also gives opportunities for the employees to meet the executives. Also, recreational activities make the employees relaxed and feel that making a complaint is acceptable.

6.2.4.2 The results of using innovation for internal communication management to establish employee engagement in leading organizations of Thailand are strengthened relationships between employees in the organization, closeness of relationships between employees, interaction between colleagues or superiors, opportunities for employees to make suggestions, channel for employees to present new inventions. This fits with the research of Papalexandris and Galanaki (2009) who found that the best design for internal communication from leadership is the most important factor in building employee engagement. This corresponds with the research of White et al. (2010) who found that sending information from higher executives is very important to employees because employee's satisfaction with communication can increase the feeling that one belongs to the organization and is committed to the organization. Also, it seems to match with the results from the

research of Pornpot Wiangsurin (2011) who found that social media networks and internal corporate networks are related to the engagement of talented employees. It also relates to the work of Carlos Boonsupa and Sarid Sriyothin (2013) who found that employees use social networks in the organization to communicate and coordinate when they do activities or public relations within the organization and to increase rapport between employees. An example is when a user is drawn into a Line group to undertake an activity or solve a problem at work.

6.2.4.3 The results of using innovation for internal communication management to increase the efficiency of employee's job performance in leading organizations of Thailand are fast and convenient access to information for employees, space for sharing beneficial information for employees, possibility for employees to build a network for working and exchanging knowledge, the heads having their own subordinate management system, and more channels for making decisions at work. Robertson-Smith and Marwick (2009) mentioned that organizations that have two-way communication between the superiors and the subordinates, and clear internal communication from the superiors will help the employees understand precisely about the objectives and goals of the organization, which will result in effectiveness and efficiency of performance. Receiving feedback from lower-level employees is also important because it can be used to improve the method of work and produce more profits for the organization.

6.2.4.4 The factors of internal communication management innovation that bring success in increasing employee engagement and job performance efficiency - there are four major factors 1) Sender - roles of the executives, development of the heads/the supervisors, establishing communication plans for each topic, and centering on the employees, 2) Message and content - Interesting and easy to understand, leading to practice, appropriate for the target audience, knowledge of the employees, and understanding of the context of the content to be communicated, 3) Channels of communication - variety of channels, promoting the use of technological channels, frequency of communication, and face-to-face communication, 4) Receiver or target audience - The message must be designed to match the target audience. This is similar to the concept of Hodgetts and Hegar (2005) who make the following suggestions for overcoming obstacles in internal communication: 1) Know the communication

process; 2) Use simple repetitive language (efficient executives can communicate in a way that is easy for the subordinates to understand and give them the opportunities to ask questions; 3) Use sympathy; 4) Understand the language, and 5) Learn to receive and give feedback. This is consistent with the research of Wanawan Doherty (2012) who found that higher executives, middle managers and operational employees in organizations that were successful in making a difference recognized the importance of internal communication. These organizations communicated policies, plans, and information through various methods and, as a result, all the employees worked toward the same direction as the goals of the organization. Employee's satisfaction with internal communication stimulated them to have more motivation. It increased cooperation, as well as effectiveness of performance, which eventually led to trust and loyalty toward the organizations.

6.2.4.5 The factors of innovation for internal communication management that cause failure in building employee engagement and job performance efficiency are miscommunication, misinterpretation, lack of public relations about communication innovations, lack of continuous communication through innovative channels, inappropriate innovations or innovations that do not respond to the needs of the employees, and presenting the wrong identity of the organization in online social media. This is in line with the concepts presented by Nittaya Ngerprasertsri (2001) and Natchuda Wijitjammaree (2018) who found that obstacles to internal communication in organizations were semantic problems which comes from the ambiguity of language, the use of vocabulary or technical terms from one's own profession, and the context of inter-culture communication and message distortion which occurs intentionally or unintentionally. Differences of experience can affect the way one interprets the meaning of things.

6.2.5 Quantitative Data Analysis

6.2.5.1 Analysis of the data related to channels of communication in organizations -it was found that leading organizations of Thailand, overall, receive a high level of satisfaction. When considering each item, channels of communication received a high level of communication. The five topics that received the highest average scores were: corporate emails, intranet, social networks: Line, telephones, and

emails from supervisor/managers, respectively. This corresponds to the qualitative results of data analysis. It was found that most of the organizations used various channels of communication, such as face-to-face talk, e-mail, or Line application, so that communications in the organization could be accessible for all, effective, and speedy. It also created new stories or concepts about the organization, and built employee engagement. This is consistent with the research of Natchuda Wijtjammaree (2018) who said that electronic letters were a communication tool that enabled more comfortable communication with people who were not known well and enable the members of the organization to understand the goals of their organization in the big picture (Hewitt, 2006). This also agrees with the work of Cornelissen (2001) who found that employees in the organizations used “e-mails” channels of communication most often. This is in the same direction as the research by Natdanai Petsoom (2015), who showed that organizations have both formal and informal communication. Their employees can receive news and information through e-mails most often because it is easily accessible.

6.2.5.2 Variable perceptions of internal communication management innovation in leading organizations of Thailand - It was found that the perception of internal communication management innovation in the overall picture was at a high level. When considering by aspect, organizational culture received the highest perception. When considering by item, “organizational culture corresponds with the behaviors of the employees and can be guided in the way they conduct themselves” received the highest average. This was consistent with the results of the qualitative study which showed that the executives place importance on supporting and promoting organizational culture to become part of the identity of the employees. Examples are orientation programs for new employees, workshops, and activities arranged by the organization to transfer organizational culture to the employees as a guideline for their behavior and performance. This fits with the research of Yates (2006) who found that the factor of culture and values helps internal communication to be more effective and have positive effects on employee engagement.

The aspect of perception of internal communication management innovation in organization that received the lowest score was the form of communication. When considered by item, informal communication that received the

lowest average score was “informal communication such as Line, activities, or executives visiting employees, helps increase the efficiency of internal communication.” This was in contrast to the qualitative data from the informants who said that the organization uses informal communication to increase effectiveness of performance because it makes communication faster, allows employees to create groups for working together, allows employee to receive the information at the same time, and creates closer relationships between the heads and the employees in their work unit.

6.2.5.3 Analysis of employee engagement factor variables - It was found that operational employees in leading organizations of Thailand had an overall perception about employee engagement at a high level. After considering by aspects, the following results were found.

1) Work engagement, the average score received was the highest. If considered by sub-aspect it is dedication, the item that received the highest average score was “to me, my job is challenging” This corresponds with the summary about employee engagement by Robertson-Smith and Markwick (2009) that said employees that have engagement with the organization will continuously participate in activities and believe in the objectives of the organization, as well as putting effort into their work because they want to help the organization achieve its established goals. Therefore, when employees have engagement for their organization, they will devote their physical and mental strength to the work and activities of the organization, resulting in organizational goal attainment. This is consistent with the survey conducted by Aon Hewitt (2012) which found that organizations must create awareness in the employees that their work is creative and exciting, important to them and to others, is meaningful and purposeful, and that they can feel proud in what they are doing and what the organization is doing.

2) Organization commitment has an overall high level of perception. When considered by sub-aspect, it is cognitive. It was found that the item that received the highest average score was “being confident that the organization is changing for the better for its future success.” This corresponds with the results of qualitative study in which the executives of the organization gave importance to the transfer of the information, direction of work, goals of the organization, and current

and future policies through channels of internal communication so that the employees may see the direction of work and mutual goals. The item that received the lowest average score was “having a good understanding about the goals and objectives of the company.” This contradicts the results from the qualitative study in which the executives of the organization focus on communicating through meetings, messages from the CEO, and visiting employees at work, to transfer the company’s policies and direction of work.

6.2.5.4 Analysis of job performance efficiency factor variables - It was found that most operation-level employees in leading organizations in Thailand had overall high level of perceptions of job performance efficiency. When considered by aspect, both participation in performance appraisal and self-performance received the highest score, followed by collaboration with colleagues, respectively. This is consistent with the results of the qualitative study which found that for job performance appraisal conducted every year, there were two main parts to consider: job performance appraisal to measure the achievement results from work, and competency appraisal to find out the strengths and the weaknesses of the employee and use them in planning competency development for each employee. This corresponds with the research by Chuchai Smithikrai (2004) who said that performance assessment by self-evaluation is when the employee whose performance is being assessed gets to evaluate the performance by himself or herself because he or she is the person who knows the most about their job performance. This way, the employees have a chance to express their opinions about work and encourage others to reflect back on their own performance. It is also the beginning of discussion and consultations between the employees and their superiors.

6.2.6 Confirmatory Factor Analysis of a Measurement Model of Internal Communication Management Innovation in Leading Organizations of Thailand

6.2.6.1 The results from the confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand showed that the observed variable of communication channel received the highest factor loading. This is similar to Welch and Jackson

(2007) view, who said that channel and content are needed in internal communication because it ensures whether the message is received by the employees. It is also similar to the research of Pichet Boonmee (2001) which found that the factors that affect internal communication were the forms and channels of communication inside the bank. It also is in line with the research of Natdanai Petsom (2015) who stated that if an organization has many diverse employees that differ in characteristics of population, the channel of internal communication in the company may not be able to respond to the needs of all the employees. The message may be misinterpreted or misunderstood.

6.2.6.2 The results from the confirmatory factor analysis of a measurement model of internal communication management innovation in leading organizations of Thailand, on the aspect of employee engagement, showed that observed variable “organizational commitment” in cognitive received the highest factor loading. This is consistent with Saks (2006) who studied employee engagement in dimensions of work engagement and organizational commitment. The research showed the relation between effective factors and the results to show the overall picture. The results of the study show the relation of affecting factors and the results so one can see the overall picture. The results of found that the appropriateness of work, firmness of determination, and the psychological atmosphere influenced employee engagement and improved the final outcome, which is effort and determination. For observed variable “work engagement,” the aspect of feeling that work is a part of one’s life received the highest factor score. This is in line with the research by Vance (2006) who found that the form of engagement occurring were: employees being satisfied with work and being proud of their employer or the organization. The behaviors they expressed were a strong desire to become a part of the organization, determination to support the organization and express positive feelings toward the organization, and willingness to sacrifice one’s time to respond to the needs of the organization.

6.2.7 Testing the Hypotheses

6.2.7.1 The model of causal relationship between internal communication management innovation on employee engagement and job performance efficiency in leading organizations of Thailand is consistent with the empirical data. The results of the analysis showed that the goodness of fit index of the model after adjustment reflects that the model is consistent with the empirical data. This corresponds to the research of Pratoom Rerkklang (1995) which was the study of linear structure relationship model of factors that influenced organizational commitment and job performance. It found that organization factors, personnel factors, nature of work factors, communication and relationship factors, management behavior factors, and perception factor had a direct and indirect influence on employee engagement and job performance.

6.2.7.2 The results of the analysis showed that internal communication management innovation has a direct positive influence on employee engagement in leading organizations of Thailand. This is consistent with the concept of Welch and Jackson (2007) who said that internal communication is an important factor that leads to the success of employee engagement. They emphasized that the manager must share information that is trustworthy and focus on open communication with the employees so they may feel that they are a part of the organization and have more engagement. This also is in line with the research of Hayase (2009), who showed a positive relationship between the factors of internal communication and employee engagement and found that the level of satisfaction with communication channels was related to employee engagement. This agrees with the research of Bakker et al. (2011) who stated that employee engagement can be influenced by internal communication because it is a work method of the organization and is related to transferring values of the organization to all the employees efficiently and manage strategies of internal communication efficiently. It is important for developing employee engagement positively. In addition, it also corresponds with the work of Balakrishnan and Masthan (2013) and Karjalainen (2015) who found a positive relationship between internal communication and employee engagement.

6.2.7.3 The results of the analysis showed that internal communication management innovation had a direct positive influence on job performance efficiency

of employees in leading organizations of Thailand. This is consistent with the research of Ladawan Watanasan (1996) who found that the form of internal communication relates to and is involved with performance support in the organization, especially in horizontal communication, which was the form that received the highest satisfaction score. This corresponds to the work of Pichet Boonmee (2011) who showed that internal communication in the bank can lead to more rapport, understanding, coordination, effectiveness, and high level of efficiency. The factors that affect internal communication are: position, working period, form, and channel of communication in the bank. This is also consistent with the work of Bunga Posiw (2010) who found that internal communication has effects on overall business operations. Internal communication strategies should be a part of the strategic plan of the organization because internal communication management can increase the efficiency of the overall operation of the organization.

6.2.7.4 The results of the analysis showed that employee engagement has a direct positive effects on job performance efficiency of employees in leading organizations of Thailand, which is consistent with the study conducted by Hewitt Associates (2004) that measured employee engagement by focusing on emotional and intellectual processes. Three behaviors were measured: say, stay, and strive. This reflected the relation between employee engagement and profitability through employee productivity and showed that high levels of employee engagement resulted in better performance of the organization. This corresponds with the research conducted by Harter et al. (2002) who found that the value earned from sustainable performance comes from the relation between employee satisfaction, employee engagement, and business operation results. It is also in line with the finding of Robinson et al. (2004) which showed that positive attitudes of employees can lead to better performance and establish values for the organization. It also creates cooperation between colleagues which will improve the performance of employees and influence the efficiency of the organization.

This result is also consistent with the research of Chayaras Sapphayarat and Vichit U-on (2017) which analyzed the causal influence of the variable on the operation of the organization. We found that causal variables, talent management, good behavior of employees, and work commitment have positive influence on the

operational results of the organization. Similarly, the research conducted by Khahan Na Nan and Kasem Chalermthanakijkosol (2007) found that causal relationship model was consistent with the empirical data. The performance variable received the most direct influence from employee engagement factor and received indirect influence as well.

6.2.7.5 According to the results from the analysis, internal communication management innovation has an indirect positive influence on job performance efficiency through employee engagement in leading organizations of Thailand. This is consistent with the research by Clappitt and Downs (1993) who found that efficient communication leads to improved productivity, reduced absences, and better quality of products and services. This is in line with the research of MacLeod and Clarke (2009) which stated that internal communication is an important factor for promoting job performance through employee engagement. It suggested that quality internal communication in an organization will encourage employee engagement, and that communication to the employees must be made clearly by the superiors.

6.3 Suggestions

To ensure that the results of this research can be applied in more widely, the researcher makes the following suggestions:

6.3.1 Academic Suggestions

1) A follow up study could be about how internal communication management innovation for organizational culture has effects on employee engagement, job performance efficiency, and the good behaviors of the members of the organization.

2) Another study could be about how leadership styles, organizational culture, organizational atmosphere, and the differences in employee's age range affects the acceptance of internal communication innovation.

3) A further study could be about how the form of internal communication management innovation through social media affects employee engagement and the increase of job performance efficiency.

4) Another study could be about how channels of internal communication through technology/social media affect employee engagement and the increase of job performance efficiency.

5) Last, one more study could be about leadership style and its effects on employee engagement and job performance efficiency.

6.3.2 Vocational Suggestions

1) The executives of private business organizations should apply and adapt the form of internal communication innovations to increase employee engagement and job performance efficiency from this research for their type and character of business appropriately.

2) Concerning public organizations, public enterprises, private organizations and educational institutes that are seeking to build employee engagement or increase job performance efficiency through internal communication innovation. The strategies from this research could be used in establishing the strategies of internal communication, as well as direction and performance plans, in order to make the organization more successful.

3) Business organizations may research and/or develop, improve and/or continue the form of internal communication innovations in new organizations to build employee engagement and increase job performance efficiency.

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APPENDICES

APPENDIX A

**THAI QUESTION GUIDELINES FOR
QUALITATIVE RESEARCH**

**แบบจำลองความสัมพันธ์เชิงสาเหตุของนวัตกรรม
การจัดการสื่อสารภายในองค์กรชั้นนำของประเทศไทย**

**Causal Relationship Model of Internal Communication Innovation in
Leading Organizatons of Thailand**

แบบสัมภาษณ์เชิงเจาะลึก

ผู้วิจัยใช้เป็นแนวทางในการสัมภาษณ์ โดยมีประเด็นคำถามที่สอดคล้องกับวัตถุประสงค์ของการวิจัย โดยแบบสัมภาษณ์นี้สร้างจากกรอบแนวคิดและทฤษฎีที่เกี่ยวข้องกับการวิจัยในครั้งนี้ ซึ่งมีลักษณะเป็นข้อคำถามปลายเปิด (Open-Ended Question) แบบเจาะลึก เพื่อให้ผู้ถูกสัมภาษณ์ หรือผู้ให้ข้อมูลหลัก มีโอกาสพูดคุย และสอบถามได้อย่างละเอียดตรงกับความเป็นจริงและเกิดความยืดหยุ่นในการสัมภาษณ์ ผู้วิจัยจึงได้กำหนดประเด็นคำถามหลักไว้ 4 ประเด็น ได้แก่

1. ประเด็นคำถามนวัตกรรมการจัดการสื่อสารภายในองค์กร
2. ประเด็นคำถามการสร้างความผูกพันของพนักงานต่อองค์กร
3. ประเด็นคำถามการเพิ่มประสิทธิผลการปฏิบัติงานของพนักงานภายในองค์กร
4. ประเด็นคำถามการสร้างความผูกพันของพนักงานต่อองค์กร และประสิทธิผลการปฏิบัติงานของพนักงานในองค์กร โดยการใช้วัตกรรมการจัดการสื่อสารภายในองค์กร รายละเอียดของคำถามในประเด็นต่างๆ มีดังนี้

1. ประเด็นคำถามนวัตกรรมการจัดการสื่อสารภายในองค์กร

1.1 ในยุคปัจจุบันการสื่อสารภายในองค์กรของท่านมีวัตถุประสงค์หรือจุดมุ่งหมาย กำหนดว่าอย่างไร (เช่น การสื่อสารวิสัยทัศน์องค์กร การส่งข่าวสารข้อมูล การประเมินผลงาน การติดต่อสื่อสารไปสู่พนักงาน การจัดการการเปลี่ยนแปลงองค์กร หรือความเจริญก้าวหน้าทางเทคโนโลยี) และโดยใคร

1.2 กลยุทธ์การจัดการสื่อสารภายในองค์กรของท่านเป็นอย่างไร โดยในอดีตและปัจจุบันมีความเหมือนหรือแตกต่างกันอย่างไรบ้าง (อย่างเช่น วิธีการสื่อสารภายในองค์กรให้เกิดประสิทธิภาพ)

1.3 ท่านได้มอบหมายให้หน่วยงานใดเป็นผู้รับผิดชอบ สำหรับการวางแผน การจัดการ การนำ และการควบคุมการสื่อสารภายในองค์กรบ้าง

1.4 องค์การของท่านใช้รูปแบบหรือโครงสร้างการสื่อสารภายในองค์การอย่างไร
 อย่างเช่น

- การสื่อสารแบบเป็นทางการ (เช่น ช่องทางที่ได้กำหนดจากโครงสร้างขององค์การ)
- การสื่อสารแบบไม่เป็นทางการ (เช่น ช่องทางที่ไม่ได้กำหนดจากองค์การ ทั้งแบบบอก
 ต่อกันเอง การไม่ระบุพนักงานคนใดเป็นพิเศษ) และมีความเหมือนหรือแตกต่างจากในอดีตหรือไม่
 อย่างไร

1.4.1 การสื่อสารภายในองค์การของท่านใช้รูปแบบการสื่อสารแบบทางการ
 อะไรบ้าง เช่น การสื่อสารผ่านการเขียน (รายงานประจำปี การทำบันทึก (Memo) หรือบอร์ด
 ประกาศ) หรือการสื่อสารผ่านเทคโนโลยี (E-mail, Line, Intranet) โดยมีวัตถุประสงค์เพื่อต้องการ
 จะสื่อสารอย่างไร

1.4.2 การสื่อสารภายในองค์การของท่านใช้รูปแบบการสื่อสารอย่างไม่เป็น
 ทางการ อะไรบ้าง เช่น การสื่อสารผ่านการพูด (การประชุม การพูดคุย การสนทนา) หรือการ
 สื่อสารผ่านเทคโนโลยี (Line, Social Media) โดยมีวัตถุประสงค์เพื่อต้องการจะสื่อสารอย่างไร

1.5 องค์การของท่าน มีหลักเกณฑ์การพิจารณาถึง เนื้อหา ข่าวสารหรือข้อความต่าง
 ใดๆที่ใช้สื่อสารภายในองค์การให้เกิดความถูกต้องและความเหมาะสม (อย่างเช่น มีระบบการ
 จัดการ การวางแผน การปฏิบัติ การตรวจสอบ ติดตามและประเมินผล)

1.6 องค์การของท่านใช้ทิศทางหรือวิธีการสื่อสารภายในองค์การอย่างไร และมีวัตถุประสงค์
 อย่างไร

1.6.1 การสื่อสารภายในองค์การจากด้านบนลงล่าง (เช่น ผู้บังคับบัญชา
 ผู้ใต้บังคับบัญชา)

1.6.2 การสื่อสารภายในองค์การจากล่างขึ้นบน (เช่น ผู้ใต้บังคับบัญชา
 ผู้บังคับบัญชา)

1.6.3 การสื่อสารภายในองค์การในระดับเดียวกัน (เช่น ผู้ปฏิบัติงานในระดับ
 เดียวกัน)

1.7 ช่องทางการสื่อสารภายในองค์การอะไรที่ท่านคิดว่า เป็นนวัตกรรมการจัดการ
 สื่อสารภายในองค์การของท่านที่ใช้อยู่ในปัจจุบัน เช่น สื่อใหม่ กิจกรรมใหม่ สร้างสรรค์ใหม่ไม่
 เหมือนกับบริษัทอื่น

1.8 องค์การมีช่องทางการสื่อสารผ่านสื่อสมัยใหม่ หรือไม่ หากมีองค์การใช้สื่อ
 สมัยใหม่อะไรบ้าง มีจุดประสงค์เพื่ออะไร และก่อให้เกิดผลลัพธ์อย่างไรต่อองค์การ

1.9 องค์กรของท่าน มีการค้ำนึ่ง/พิจารณา ถึงคุณภาพของสื่อที่ใช้สื่อสารภายใน องค์กรแต่ละชนิดอย่างไร รวมถึงมีการประเมินข้อดี ข้อเสีย ปรับปรุงแก้ไขอย่างไร เพื่อให้สื่อสาร เกิดประสิทธิภาพ (เช่นการใช้ต่อหรือหยุดใช้ช่องทางสื่อสาร)

1.10 ท่านคิดว่า ปัจจัยหรือสาเหตุอะไรที่มีส่วนสนับสนุนหรือส่งเสริมให้การสื่อสาร ภายในองค์กรเกิดประสิทธิภาพและประสิทธิผล ดีเพียงใด วัตถุประสงค์อะไร

1.11 ท่านคิดว่า ปัจจัยหรือสาเหตุที่มีส่วนสำคัญที่ทำให้การสื่อสารภายในองค์กร ประสบความสำเร็จ

- ปัญหาอะไร (What)

- แนวทางการแก้ไข

1.12 องค์กรของท่านกำหนดวัฒนธรรมองค์กรที่จะช่วยสร้างความผูกพันของ พนักงานต่อองค์กรและส่งเสริมการเพิ่มประสิทธิผลการปฏิบัติงานไว้ว่า

- What (อย่างไรบ้าง อะไรบ้าง)

- Why (เหตุผลอย่างไร)

- Who (โดยใครมีส่วนกำหนด)

- ใช้วิธีการสื่อสารตรงเข้าไปยังพนักงานภายในองค์กรอย่างไร เพื่อส่งผ่านวัฒนธรรม ขององค์กรให้พนักงานยึดถือเป็นแนวทางสำคัญสำหรับการปฏิบัติงานและปฏิบัติตน

2. ประเด็นคำถามการสร้างความผูกพันของพนักงานต่อองค์กร

2.1 องค์กรของท่านวางยุทธศาสตร์หรือกลยุทธ์ขององค์กรเกี่ยวกับความผูกพันของ พนักงานต่อองค์กร

- วางยุทธศาสตร์หรือกลยุทธ์อย่างไร (What)

- มอบหมายให้หน่วยงานใด/ใคร เป็นกระทำ (Who)

- มีวิธีการหรือขั้นตอนอย่างไร (How)

2.2 องค์กรของท่าน มีแนวทางหรือวิธีการใช้สื่อ/กิจกรรมใดบ้าง ในการสร้างความ ผูกพันของพนักงานต่อองค์กร เพื่อให้พนักงานขององค์กรเกิดความผูกพันต่อองค์กร (อย่างเช่น การมีส่วนร่วมในกิจกรรมของบริษัทต่างๆ ความสามารถในการแสดงความคิดเห็น เป็นต้น)

2.3 องค์กรของท่าน มีการวิจัย หรือการสำรวจ เพื่อเก็บข้อมูลเกี่ยวกับความผูกพันของ พนักงานต่อองค์กรของพนักงานภายในองค์กรหรือไม่

- ใครทำ (Who) บริษัทจัดทำ/จ้างบริษัทภายนอก เข้าดำเนินการ

- บริษัทดำเนินการวิจัยหรือการสำรวจปีละกี่ครั้ง (When)

- มีขั้นตอนหรือวิธีการกระทำอย่างไร (How)

3. ประเด็นคำถามการเพิ่มประสิทธิผลการปฏิบัติงานของพนักงานภายในองค์กร

3.1 องค์กรของท่านวางยุทธศาสตร์หรือกลยุทธ์ขององค์กรเกี่ยวกับการเพิ่มประสิทธิผลการปฏิบัติงานของพนักงานในองค์กรอย่างไร

- วางยุทธศาสตร์หรือกลยุทธ์อย่างไร (What)
- มอบหมายให้หน่วยงานใด/ใคร เป็นกระทำให้ (Who)
- มีวิธีการหรือขั้นตอนอย่างไร (How)

3.2 องค์กรของท่านมีการพัฒนาส่งเสริมอย่างไรบ้าง เพื่อเพิ่มประสิทธิผลการปฏิบัติงาน

3.3 องค์กรของท่านมีแนวทางหรือวิธีการประเมินผลการปฏิบัติงานของพนักงานอย่างไร วัดผลโดยใคร ดำเนินการบ่อยแค่ไหน ติดตามอย่างไร และประเมินที่ไหน (การกำหนด KPI แต่ละระดับ การมีส่วนร่วมในการประเมินผลงาน การประเมินพฤติกรรมของพนักงาน เป็นต้น)

3.4 องค์กรของท่านมีการวิจัย หรือการสำรวจ เพื่อเก็บข้อมูลเกี่ยวกับการเพิ่มประสิทธิผลการปฏิบัติงานของพนักงานภายในองค์กรหรือไม่

- ใครทำ (Who) บริษัทจัดทำ/จ้างบริษัทภายนอกเข้าดำเนินการ
- บริษัทดำเนินการวิจัยหรือการสำรวจปีละกี่ครั้ง (When)
- มีขั้นตอนหรือวิธีการกระทำอย่างไร (How)

4. ประเด็นคำถามการสร้างความผูกพันของพนักงานต่อองค์กร และประสิทธิผลการปฏิบัติงานของพนักงานในองค์กร โดยการใช้นวัตกรรมการจัดการสื่อสารภายในองค์กร

4.1 องค์กรของท่านมีการใช้นวัตกรรมการจัดการสื่อสารภายในองค์กรอย่างไรบ้าง เพื่อสร้างความผูกพันของพนักงานต่อองค์กร

4.2 องค์กรของท่านมีการใช้นวัตกรรมการจัดการสื่อสารภายในองค์กรอย่างไรบ้าง เพื่อเพิ่มประสิทธิผลการปฏิบัติงานของพนักงาน

4.3 การใช้นวัตกรรมการจัดการสื่อสารภายในองค์กรของท่านส่งผลดีของการสร้างความผูกพันของพนักงานต่อองค์กรและการเพิ่มประสิทธิผลการปฏิบัติงานของพนักงานให้ดีขึ้นหรือไม่ อย่างไร

4.4 นวัตกรรมสื่อสารภายในองค์กรของท่านที่ใช้อยู่ในปัจจุบัน มีผลทำให้เกิดช่องว่างระหว่างพนักงานที่มีอายุมากกับพนักงานที่มีอายุน้อย เพื่อสร้างความผูกพันของพนักงานต่อองค์กรและผลการปฏิบัติงานของพนักงานหรือไม่ อย่างไร

4.5 ปัจจัยนวัตกรรมการจัดการสื่อสารภายในองค์กรใดบ้างที่ช่วยสร้างความสำเร็จในการสื่อสารภายในองค์กรเพื่อสร้างความผูกพันของพนักงานต่อองค์กรและประสิทธิผลการปฏิบัติงาน

4.6 ปัจจัยนวัตกรรมการจัดการสื่อสารภายในองค์กรใดบ้างที่เป็นอุปสรรคหรือความล้มเหลวในการสื่อสารภายในองค์กร เพื่อสร้างความผูกพันของพนักงานต่อองค์กรและประสิทธิผลการปฏิบัติงาน

4.7 ในอนาคตหากมีนวัตกรรมการจัดการสื่อสารภายในองค์กรรูปแบบใหม่ทางองค์กรของท่านมีแนวโน้มหรือยอมรับที่จะนำมาใช้ เพื่อสร้างความผูกพันของพนักงานต่อองค์กรและประสิทธิผลการปฏิบัติงานของพนักงานในองค์กรหรือไม่ อย่างไร

4.9 ท่านมีข้อเสนอแนะหรือความคิดเห็นเพิ่มเติม เพื่อเป็นประโยชน์ต่อการนำไปใช้หรือนำไปพัฒนาองค์กรอื่นๆ เกี่ยวกับประเด็นนวัตกรรมการจัดการสื่อสารภายในองค์กรเพื่อสร้างความผูกพันของพนักงานต่อองค์กรและผลการปฏิบัติงานของพนักงาน

APPENDIX B

THAI QUESTIONNAIRE FOR QUANTITATIVE RESEARCH

สถาบันบัณฑิตพัฒนบริหารศาสตร์
118 หมู่ที่ 3 ถนน เสรีย์ไทย
แขวง คลองจั่น เขต บางกะปิ
กรุงเทพมหานคร 10240

วันที่ 25 พฤษภาคม 2561

เรื่อง ขอบความอนุเคราะห์เก็บข้อมูลเพื่อประกอบการเรียนทำวิทยานิพนธ์ ตามหลักสูตรปรัชญาดุษฎีบัณฑิต สาขานิเทศศาสตร์และนวัตกรรม

เรียน ท่านผู้ตอบแบบสอบถาม

เนื่องด้วยกระผม นาย สรัญญ์ เถระวงษ์ นักศึกษาปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขานิเทศศาสตร์และนวัตกรรม คณะนิเทศศาสตร์และนวัตกรรมการจัดการ สถาบันบัณฑิตพัฒนบริหารศาสตร์ กำลังทำวิทยานิพนธ์เพื่อดำเนินการวิจัยเรื่อง “แบบจำลองความสัมพันธ์เชิงสาเหตุของนวัตกรรมการจัดการสื่อสารภายในองค์กรชั้นนำของประเทศไทย”

1. เพื่อศึกษานวัตกรรมการจัดการสื่อสารภายในองค์กรของพนักงานในองค์กรชั้นนำของประเทศไทย
2. เพื่อศึกษานวัตกรรมการจัดการสื่อสารภายในองค์กรเพื่อเสริมสร้างความผูกพันของพนักงานต่อองค์กร และประสิทธิผลการปฏิบัติงานของพนักงานในองค์กรชั้นนำของประเทศไทย
3. เพื่อพัฒนาแบบจำลองความสัมพันธ์เชิงสาเหตุของนวัตกรรมการจัดการสื่อสารภายในองค์กรต่อความผูกพันของพนักงานต่อองค์กรและประสิทธิผลการปฏิบัติงานของพนักงานในองค์กรชั้นนำของประเทศไทย
4. เพื่อตรวจสอบความสอดคล้องของแบบจำลองความสัมพันธ์เชิงสาเหตุของนวัตกรรมการจัดการสื่อสารภายในองค์กรต่อความผูกพันของพนักงานต่อองค์กรและประสิทธิผลการปฏิบัติงานของพนักงานในองค์กรชั้นนำของประเทศไทยกับข้อมูลเชิงประจักษ์

ดังนั้นเพื่อให้ข้อมูลในการศึกษาวิจัยในครั้งนี้มีความสมบูรณ์จึงใคร่ขอความอนุเคราะห์จากท่านในการตอบแบบสอบถาม กรุณาตอบคำถามทุกข้อ ตามความเป็นจริง โดย คำตอบที่ได้รับไม่มีข้อใดถูกหรือผิด ข้อมูลจะถูกเก็บเป็นความลับ ซึ่งข้อมูลที่ได้รับจะถูกวิเคราะห์และนำเสนอในภาพรวมของงานวิจัยเท่านั้น

ผู้วิจัย
นายสรัญญ์ เถระวงษ์

แบบสอบถาม แบบจำลองความสัมพันธ์เชิงสาเหตุของนวัตกรรมการจัดการสื่อสารภายใน
องค์กรชั้นนำของประเทศไทย

ส่วนที่ 1 ข้อมูลส่วนบุคคล

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงในช่องว่าง ให้ตรงกับข้อมูลของท่านตามความเป็นจริง

1. องค์กรที่ท่านทำงานในปัจจุบัน.....

1. บริษัทกลุ่มสถาบันธนาคาร และการเงิน
- 1. ธนาคารกรุงเทพ จำกัด (มหาชน) (BBL)
 - 2. ธนาคารกสิกรไทย จำกัด (มหาชน) (KBANK)
 - 3. ธนาคารกรุงไทย จำกัด (มหาชน) (KTB)
 - 4. ธนาคารไทยพาณิชย์ จำกัด (มหาชน) (SCB)
2. บริษัทกลุ่มเทคโนโลยีสารสนเทศ และการสื่อสาร
- 1. กลุ่มบริษัท แอดวานซ์ อินโฟร์ เซอร์วิส จำกัด (มหาชน)
(ADVANCE/INTOUCH)
 - 2. บริษัท ทู คอร์ปอเรชั่น จำกัด (มหาชน) (TRUE)
3. บริษัทกลุ่มพลังงานและปิโตรเคมี
- 1. บริษัท บางจาก คอร์ปอเรชั่น จำกัด (มหาชน) (BCP)
 - 2. กลุ่มบริษัท ปตท. จำกัด (มหาชน) (PTT/PTTEP/PTTGC)
4. บริษัทกลุ่มคมนาคมขนส่งและโลจิสติกส์
- 1. บริษัท ท่าอากาศยานไทย จำกัด (มหาชน) (AOT)
 - 2. บริษัท ทางด่วนและรถไฟฟ้ากรุงเทพ จำกัด (มหาชน) (BEM)
5. บริษัทกลุ่มค้าขายและวัสดุก่อสร้าง
- 1. บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน) (BJC)
 - 2. บริษัท ปูนซิเมนต์ไทย จำกัด (มหาชน) (SCG)

2. เพศ

1. ชาย 2. หญิง

3. อายุ.....ปี

4. ระดับการศึกษา

1. ต่ำกว่ามัธยมศึกษาปีที่ 6/ป.ว.ช. 2. อนุปริญญา หรือป.ว.ศ.
 3.ปริญญาตรี 4. สูงกว่าปริญญาตรี

5. รายได้ต่อเดือน.....บาท
1. ต่ำกว่า 10,000 บาท 2. 10,001- 20,000 บาท 3. 20,001- 30,000 บาท
4. 30,001- 40,000 บาท 5. 40,001- 50,000 บาท 6. 50,001- 60,000 บาท
7. 60,001- 70,000 บาท 6. มากกว่า 70,001 บาทขึ้นไป
6. ระยะเวลาการทำงานกับองค์กร.....ปี
7. ตำแหน่งงานที่ปฏิบัติหน้าที่ในองค์กร.....

ส่วนที่ 2 แบบสอบถามข้อมูลเกี่ยวกับความพึงพอใจเกี่ยวกับช่องทางทางการสื่อสารภายใน
องค์กร

คำชี้แจง โปรดพิจารณาข้อความต่อไปนี้ แล้วทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความเป็นจริง
ของตัวท่านมากที่สุดเพียง 1 คำตอบ

	ช่องทางทางการสื่อสารภายในองค์กร	ความพึงพอใจ				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1.	อินทราเน็ต (Intranet)					
2.	อินเทอร์เน็ต (Internet)					
3.	จดหมายข่าว (Printed Newsletters)					
4.	จดหมายข่าวอิเล็กทรอนิกส์ (e-Newsletters)					
5.	อีเมลขององค์กรต่างๆ (Corporate Emails)					
6.	อีเมลของหัวหน้างาน (Emails From Supervisor/Manager)					
7.	โปสเตอร์ โบว์ชัวร์ หรือแบนเนอร์ (Poster/Brochure/Banner/Bulletin)					
8.	บันทึกประชุม (Memo)					
9.	สื่อภายในของบริษัท อาทิ เสียงตามสาย โทรทัศน์ หรือ วีดีโอ (Company radio television or videos)					
10.	การประชุมกับผู้บริหารระดับสูง (Meeting with Senior Management) อย่างเช่น Town Hall					
11.	การประชุมกับพนักงาน (Staff Meeting)					

	ช่องทางการสื่อสารภายในองค์กร	ความพึงพอใจ				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
12.	วิดีโอคอนเฟอร์เรนซ์ (VDO Conference)					
13.	ห้องเรียนฝึกอบรม (Training Classes) หรือ E-Learning					
14.	การพูดคุยทางโทรศัพท์ (Telephone)					
15.	การสื่อสารผ่านการพูดคุย (Face to face Communication)					
16.	การส่งข้อความสั้น (SMS: Short Message Service)					
17.	เครือข่ายสังคม (Social Network) : Line					
18.	เครือข่ายสังคม (Social Network) : Facebook					
19.	การจัดกิจกรรม/อีเวนท์ หรือ โรดโชว์ (Activity/Event/Roadshow) เช่น การเดินสายพบพนักงาน					

ส่วนที่ 3 แบบสอบถามข้อมูลเกี่ยวกับนวัตกรรมการสื่อสารภายในองค์กร

คำชี้แจง โปรดพิจารณาข้อความต่อไปนี้ แล้วทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความเป็นจริงของตัวท่านมากที่สุดเพียง 1 คำตอบ

	นวัตกรรมการสื่อสารภายในองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	กลยุทธ์การสื่อสารภายในองค์กร (Management Strategy)					
1.	องค์กรจัดลำดับความสำคัญของการสื่อสารภายในตามพนักงานกลุ่มเป้าหมาย					
2.	องค์กรพัฒนานวัตกรรมการสื่อสารรูปแบบใหม่ๆ อาทิ สื่อ ช่องทาง หรือกิจกรรม เพื่อใช้ติดต่อสื่อสารระหว่างพนักงาน					
3.	องค์กรใช้เนื้อหาหรือข้อความสื่อสารกับพนักงานได้อย่างเหมาะสมตามยุคสมัย					

	วัตถุประสงค์การสื่อสารภายในองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
4.	องค์กรพิจารณาถึงบริบทหรือสภาพแวดล้อมการทำงานของพนักงานเพื่อเลือกใช้ช่องทางเผยแพร่ข้อมูลข่าวสาร					
5.	องค์กรคัดเลือกพนักงานเพื่อเป็นตัวแทนในการสื่อสารระหว่างผู้บริหารกับพนักงาน					
	ข้อความหรือเนื้อหา(Message and Content)					
6.	เนื้อหาหรือข้อความมีความน่าสนใจ					
7.	เนื้อหาหรือข้อความมีความชัดเจน เข้าใจง่าย และถูกต้อง					
8.	เนื้อหาหรือข้อความมีความหลากหลายและสอดคล้องกับพนักงานในแต่ละกลุ่ม					
9.	เนื้อหาหรือข้อความได้รับการปรับเปลี่ยนให้เหมาะสมกับพนักงานในแต่ละกลุ่มและมีความทันสมัย					
10.	การนำเสนอเนื้อหาหรือข้อความมีความแตกต่างกันตามบริบทของข้อมูลหรือช่องทางการสื่อสาร เช่น Clip VDO, Info Graphic, PowerPoint					
	รูปแบบของการสื่อสาร (Format Communication)					
	การสื่อสารแบบเป็นทางการ (Formal Communication)					
11.	องค์กรมีลักษณะการสื่อสารแบบเป็นทางการจากผู้บริหารระดับสูงหรือผู้บังคับบัญชาไปสู่พนักงานผ่านการประชุม (Town Hall) บันทึกประชุม อีเมล บอร์ดประกาศ					
12.	ท่านทราบข้อมูลข่าวสาร นโยบายต่างๆ หรือทิศทางการทำงานจากผู้บริหารระดับสูงหรือผู้บังคับบัญชา ผ่านการสื่อสารแบบเป็นทางการเสมอ อย่างเช่น การประชุม (Town Hall) บันทึกประชุม (Memo) อีเมลของบริษัท					
13.	การสื่อสารแบบเป็นทางการในปัจจุบันทำให้ท่านได้รับทราบข้อมูลข่าวสารเพียงพอและเหมาะสมต่อการทำงาน					

	นวัตกรรมการสื่อสารภายในองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
14.	<u>การประชุมแบบเป็นทางการในระดับต่างๆ ผู้บริหารระดับสูงหรือผู้บังคับบัญชาจะสื่อสารข้อมูลหรือเหตุการณ์ต่างๆ ให้พนักงานในหน่วยงานรับทราบอยู่เป็นประจำ</u>					
	การสื่อสารแบบไม่เป็นทางการ(Informal Communication)					
15.	<u>การสื่อสารแบบไม่เป็นทางการ อาทิ LINE การจัดกิจกรรมหรือผู้บริหารเดินสายพบพนักงาน ช่วยเพิ่มประสิทธิภาพของการสื่อสารภายในองค์กร</u>					
16.	<u>การสื่อสารแบบไม่เป็นทางการ ผ่านกิจกรรมหรือการเดินทางสายพบพนักงาน ทำให้ท่านเข้าใจทิศทางการทำงานหรือสิ่งที่องค์กรกำลังดำเนินการ</u>					
17.	<u>LINE เป็นการสื่อสารแบบไม่เป็นทางการที่มีอิทธิพลต่อการทำงานหรือการรวมกลุ่มทำกิจกรรม</u>					
18.	<u>LINE มีบทบาทสำคัญในการสื่อสารไม่เป็นทางการ เพื่อช่วยสร้างความสัมพันธ์และความใกล้ชิดระหว่างผู้บริหารกับพนักงาน หรือระหว่างเพื่อนด้วยกัน</u>					
	ทิศทางของการสื่อสาร (Direction of Communication)					
	การสื่อสารจากบนลงล่าง (Downward Communication)					
19.	<u>องค์กรของท่านมักจะเป็นการสื่อสารจากผู้บริหารระดับสูงหรือผู้บังคับบัญชา ไปสู่พนักงานระดับล่างเป็นหลัก (Top-Down)</u>					
20.	<u>ผู้บริหารระดับสูงหรือผู้บังคับบัญชาจะถ่ายทอดข่าวสารเกี่ยวกับทิศทาง นโยบาย เป้าหมาย ผลประกอบการ รวมถึงวิธีการปฏิบัติงานให้ท่านทราบอยู่เป็นระยะ</u>					
21.	<u>ผู้บริหารระดับสูงหรือผู้บังคับบัญชาจะเปิดโอกาสให้ท่านสามารถซักถามหรือแสดงความคิดเห็นในขณะประชุม</u>					

	นวัตกรรมการสื่อสารภายในองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
22.	ผู้บริหารระดับสูงหรือผู้บังคับบัญชาจะแจ้งข้อมูลข่าวสารที่มีผลกระทบต่อองค์กรหรือการทำงานให้ท่านทราบก่อนเสมอ					
23.	องค์กรให้ความสำคัญและเปิดโอกาสให้ท่านเสนอความคิดเห็น/ข้อเสนอแนะไปสู่ผู้บริหารระดับสูงหรือผู้บังคับบัญชาได้โดยตรง					
24.	การประชุมภายในหน่วยงาน ท่านมีอิสระหรือมีส่วนร่วมในการแสดงความคิดเห็นเกี่ยวกับการทำงานต่อผู้บังคับบัญชาได้อย่างเต็มที่					
25.	ท่านสามารถเสนอปัญหาหรืออุปสรรคในการทำงานให้แก่ผู้บริหารระดับสูงหรือผู้บังคับบัญชาเพื่อปรับปรุงการทำงานให้ดียิ่งขึ้น					
26.	ผู้บริหารระดับสูงหรือผู้บังคับบัญชาให้ความสำคัญต่อความคิดเห็นของท่านหรือผู้ใต้บังคับบัญชาก่อนจะดำเนินการใดๆ					
การสื่อสารระดับเดียวกัน (Horizontal Communication)						
27.	ท่านสามารถพูดคุยแลกเปลี่ยนความรู้และเสนอความคิดเห็นด้านการทำงานกับเพื่อนร่วมงานในหน่วยงานอยู่เสมอ					
28.	ท่านมีการสื่อสารกับเพื่อนร่วมงานในเรื่องการทำงานเพื่อให้เกิดความเข้าใจในการทำงานที่ตรงกัน					
29.	ท่านมีโอกาสพูดคุยหรือติดต่อกับเพื่อนร่วมงานคนอื่นๆ ที่อยู่ต่างสายงานกับท่าน					
30.	การสื่อสารแบบเผชิญหน้าหรือพูดคุยกัน (Face to Face) ช่วยแก้ไขปัญหาคือความไม่เข้าใจกันในการปฏิบัติงานระหว่างเพื่อนร่วมงาน					

	นวัตกรรมการสื่อสารภายในองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	ช่องทางการสื่อสาร (Communication Channel)					
31.	องค์กรนำช่องทางการสื่อสารใหม่ๆ อาทิ Mobile Application มาใช้เป็นช่องทางการติดต่อสื่อสารในองค์กร					
32.	ท่านได้รับทราบข้อมูลเกี่ยวกับ ทิศทางการทำงาน กลยุทธ์ หรือ นโยบายต่างๆ ผ่านช่องทางการสื่อสารต่างๆ ในองค์กรเพื่อใช้ในการทำงาน					
33.	ท่านรับรู้ข้อมูลข่าวสารผ่านช่องทางการสื่อสารภายในองค์กรที่มีเพียงพอและหลากหลาย					
34.	ช่องทางการสื่อสารภายในองค์กรช่วยให้ท่านเกิดความใกล้ชิดระหว่างผู้บริหารระดับสูงและเพื่อนพนักงาน					
35.	ท่านใช้ช่องทางการสื่อสารภายในองค์กรเพื่อติดต่อประสานงานให้เกิดประสิทธิภาพและประสิทธิผล					
36.	ท่านได้รับความสะดวกสบายและความรวดเร็วในการเข้าถึงข้อมูลข่าวสารผ่านช่องทางการสื่อสารภายในองค์กร					
37.	องค์กรมีช่องทางการสื่อสารให้ท่านเสนอความคิดเห็นหรือให้ข้อมูลย้อนกลับไปสู่ผู้บริหารระดับสูงหรือผู้บังคับบัญชา					
38.	ช่องทางการสื่อสารที่ใช้อยู่ภายในองค์กรมีความเหมาะสมและสอดคล้องกับพฤติกรรมในการทำงานหรือการใช้ชีวิตประจำวันของท่าน					
39.	การสื่อสารแบบเผชิญหน้าหรือการพูดคุย (Face To Face Communication) เป็นช่องทางการสื่อสารภายในองค์กรที่มีคุณภาพและสร้างประสิทธิภาพในการทำงานมากที่สุด					
	คุณภาพของสื่อ (Media Quality)					
40.	หน่วยงานที่นำสื่อมาใช้เพื่อการสื่อสารภายในองค์กรนั้นได้การพิจารณาข้อดีและข้อเสียอย่างละเอียดรอบคอบ					

	นวัตกรรมการสื่อสารภายในองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
41.	หน่วยงานที่นำสื่อมาใช้มีการประเมินผลเพื่อวัดความพึงพอใจเกี่ยวกับสื่อจากพนักงานในองค์กรอย่างสม่ำเสมอ					
42.	หน่วยงานมีการทบทวนการใช้สื่อหรือช่องทางการสื่อสารเพื่อหยุด/ยกเลิกการใช้สื่อที่ไม่มีประสิทธิภาพหรือไม่ได้รับความนิยมนักงาน					
43.	คุณภาพของสื่อหรือช่องทางการสื่อสารที่นำมาใช้ในองค์กรสามารถตอบสนองในด้านการทำงานและการใช้ชีวิตส่วนตัวของท่าน					
	วัฒนธรรมองค์กร (Organization Culture)					
44.	วัฒนธรรมองค์กรในปัจจุบันมีความเหมาะสมกับเป้าหมายหรือทิศทางขององค์กรในอนาคต					
45.	การกำหนดวัฒนธรรมองค์กรสามารถสะท้อนถึงความเป็นตัวตนขององค์กรและพนักงานได้อย่างเหมาะสม					
46.	วัฒนธรรมองค์กรมีความสอดคล้องกับพฤติกรรมของพนักงานเพื่อยึดถือในการปฏิบัติตน					
47.	องค์กรมีการสื่อสารหรือถ่ายทอดเรื่องราวเกี่ยวกับวัฒนธรรมองค์กรไปยังพนักงานผ่านช่องทางต่างๆ เพื่อให้พนักงานเกิดการซึมซับและยึดถือในการปฏิบัติตน					
48.	ท่านเข้าใจถึงวัฒนธรรมองค์กรเป็นอย่างดีและนำไปสู่การปฏิบัติตามอย่างสม่ำเสมอ					
49.	ผู้บริหารระดับสูงหรือผู้บังคับบัญชาประพฤติตนเป็นแบบอย่าง (Role Model) ที่ดีแก่ท่านตามวัฒนธรรมองค์กรที่ได้กำหนดไว้					

ส่วนที่ 4 แบบสอบถามข้อมูลเกี่ยวกับความผูกพันของพนักงานต่อองค์กร 2 ด้าน จำนวน 31 ข้อ
คำชี้แจง โปรดพิจารณาข้อความต่อไปนี้ แล้วทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความเป็นจริง
 ของตัวท่านมากที่สุดเพียง 1 คำตอบ

	ข้อคำถามความผูกพันของพนักงานต่อองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	การแสดงออกเชิงการตระหนักรู้ (Cognitive)					
1.	ข้าพเจ้ามั่นใจว่าบริษัทกำลังเปลี่ยนแปลงไปในทางที่ดี เพื่อความสำเร็จในอนาคต					
2.	ข้าพเจ้าเข้าใจดีว่า มีสิ่งใดบ้างที่ข้าพเจ้าทำแล้วบริษัทจะประสบความสำเร็จมากยิ่งขึ้น					
3.	ข้าพเจ้าเข้าใจถึงเป้าหมายและวัตถุประสงค์ของบริษัทอย่างดี					
4.	ข้าพเจ้ารู้ว่าบริษัทคาดหวังอะไรจากข้าพเจ้า					
	การแสดงออกเชิงอารมณ์ (Emotion)					
5.	การได้เป็นส่วนหนึ่งของบริษัทนี้ ทำให้ข้าพเจ้ามีความสุข					
6.	ข้าพเจ้าคิดว่าข้าพเจ้าเหมาะสมที่จะทำงานกับบริษัทนี้					
7.	ข้าพเจ้ารู้สึกมั่นใจว่าบริษัทนี้ จะประสบความสำเร็จในอนาคต					
8.	ข้าพเจ้าเชื่อมั่นว่าหัวหน้างานของข้าพเจ้าจะสามารถแบ่งงานตามที่ได้บังคับบัญชาสนใจได้อย่างเหมาะสม					
9.	ข้าพเจ้ารู้สึกภาคภูมิใจที่จะบอกกับผู้อื่นว่าข้าพเจ้าทำงานที่บริษัทแห่งนี้					
10.	ข้าพเจ้ารู้สึกว่างานของบริษัทให้คุณค่าหรือประโยชน์ที่แท้จริงแก่ลูกค้					
	ด้านการแสดงออกเชิงพฤติกรรม (Behavior)					
11.	สิ่งที่น่าตื่นเต้นมากที่สุดอย่างหนึ่งของข้าพเจ้า คือ การได้มีส่วนร่วมกับบริษัทแห่งนี้					

	ข้อความความผูกพันของพนักงานต่อองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
12.	ข้าพเจ้ามักจะแนะนำ เพื่อน หรือคนในครอบครัว ให้มาร่วมงานกับบริษัทแห่งนี้					
13.	ข้าพเจ้ามองเห็นถึงความสัมพันธ์ระหว่างงานที่ข้าพเจ้าทำกับวัตถุประสงค์ของบริษัท					
14.	ข้าพเจ้าทราบว่า บริษัทกำลังจะทำอะไรบางอย่างเพื่อความสำเร็จ					
ด้านความมุ่งมั่นทุ่มเทในการทำงาน (Vigor)						
15.	ในที่ทำงาน ข้าพเจ้ารู้สึกมีพลังเต็มที่ในการทำงาน					
16.	ข้าพเจ้ารู้สึกมีความชำนาญและเชี่ยวชาญในงานที่ทำ					
17.	เมื่อข้าพเจ้าตื่นขึ้นมาในตอนเช้า ข้าพเจ้ารู้สึกอยากไปทำงาน					
18.	ข้าพเจ้าสามารถทำงานได้อย่างต่อเนื่องเป็นระยะเวลาเวลานาน					
19.	ข้าพเจ้าสามารถปรับอารมณ์ให้สนุกกับการทำงานของข้าพเจ้าได้เป็นอย่างดี					
20.	ในการทำงาน ข้าพเจ้ามีความมุ่งมั่นเสมอ แม้งานบางอย่างจะไม่ราบรื่นหรือมีอุปสรรคก็ตาม					
ด้านการอุทิศตนในการทำงาน (Dedication)						
21.	ข้าพเจ้าพบว่างานที่ข้าพเจ้าทำเป็นสิ่งที่มีความหมายและเป้าหมายชัดเจน					
22.	ข้าพเจ้ามีความกระตือรือร้นที่จะปฏิบัติงาน					
23.	งานของข้าพเจ้าสามารถสร้างแรงบันดาลใจให้กับข้าพเจ้า					
24.	ข้าพเจ้ารู้สึกมีความภาคภูมิใจในงานที่ข้าพเจ้าทำ					
25.	ข้าพเจ้าพบว่างานที่ข้าพเจ้าทำอยู่เป็นสิ่งที่ทำท้ายสำหรับข้าพเจ้าเป็นอย่างมาก					

	ข้อคำถามความผูกพันของพนักงานต่อองค์กร	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	ด้านการรู้สึกว่าเป็นส่วนหนึ่งของชีวิต (Absorption)					
26.	ในขณะที่ข้าพเจ้าทำงาน ข้าพเจ้ามักรู้สึกว่าเวลาผ่านไปอย่างรวดเร็ว					
27.	เมื่อขณะที่ข้าพเจ้าทำงาน ข้าพเจ้ามักจะลืมเรื่องทุกอย่างที่อยู่รอบตัว					
28.	ข้าพเจ้ารู้สึกมีความสุข เมื่อข้าพเจ้าทำงานอย่างตั้งใจ					
29.	ข้าพเจ้ามักจะใจจดใจจ่ออยู่กับงานที่ข้าพเจ้าทำ					
30.	ข้าพเจ้ารู้สึกตื่นเต้นทุกครั้งเมื่อข้าพเจ้าทำงาน					
31.	สำหรับข้าพเจ้าแล้ว การแยกตัวออกจากงานเป็นเรื่องที่ยากลำบาก					

ส่วนที่ 5 แบบสอบถามข้อมูลเกี่ยวกับผลการปฏิบัติงาน จำนวน 15 ข้อ

	ข้อคำถามเกี่ยวกับผลการปฏิบัติงาน	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	ด้านการมีส่วนร่วมประเมินผลการปฏิบัติงาน					
1.	ข้าพเจ้าได้รับการยินยอมให้มีส่วนร่วมในการประเมินผลการปฏิบัติงานของตนเอง					
2.	ข้าพเจ้ามีส่วนร่วมในการจัดอันดับพนักงานคนอื่นๆ (การประเมินเพื่อร่วมงาน)					
3.	ระบบการประเมินผลการปฏิบัติงานของบริษัทเป็นการวัดผลงานทั้งในปัจจุบันบุคคลและทีมงาน					
4.	ผลการปฏิบัติงานของข้าพเจ้าเป็นการประเมินที่เกี่ยวข้องกับเป้าหมายและวัตถุประสงค์ที่ได้มีการตั้งไว้ตั้งแต่แรก					
	ด้านการปฏิบัติงานของตนเอง					
5.	ข้าพเจ้าตรงเวลาในการปฏิบัติงานอย่างสม่ำเสมอ					

	ข้อความเกี่ยวกับผลการปฏิบัติงาน	ระดับการรับรู้				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
6.	ข้าพเจ้าสามารถบรรลุเป้าหมายในการทำงานที่ตั้งไว้					
7.	ข้าพเจ้าจะอาสาตนเองเพื่อช่วยเหลือทำงานอื่น ๆ มากกว่างานที่ได้รับมอบหมาย					
8.	ข้าพเจ้าปฏิบัติตามกฎระเบียบขององค์กรอย่างเคร่งครัด					
9.	ข้าพเจ้าใช้ทักษะและความรู้ที่มีอย่างเต็มที่เพื่อทำงานให้ประสบความสำเร็จ					
10.	ข้าพเจ้าใช้ความพยายามมากกว่าปกติเพื่อให้งานที่ได้รับมอบหมายดำเนินการสำเร็จทันตามเวลา					
11.	ข้าพเจ้าสนับสนุนและปกป้องเกี่ยวกับวัตถุประสงค์ขององค์กรอย่างสม่ำเสมอ					
12.	ข้าพเจ้ามีความสามารถและประสบการณ์ที่จำเป็นเกี่ยวกับงานของข้าพเจ้า					
	ด้านความร่วมมือกับเพื่อนร่วมงาน					
13.	ข้าพเจ้าให้ความร่วมมือกับเพื่อนร่วมงานคนอื่นๆ ในการปฏิบัติงานงานที่มีความหลากหลายอย่างสม่ำเสมอ					
14.	ข้าพเจ้าจะช่วยเพื่อนพนักงานคนอื่นๆ ที่กำลังประสบปัญหาจากงานที่ได้รับมอบหมาย					
15.	ข้าพเจ้ารักษาความสัมพันธ์ของการทำงานที่ดีกับเพื่อนร่วมงานคนอื่นๆ					

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ACADEMIC BACKGROUND

Bachelor's Degree with a major Political Science (First-Class Honors), Faculty of Social Science, from Kasetsart University, Bangkok in 2006 and Bachelor's Degree with a major Marketing, Faculty of Business Administration, Ramkhamhaeng University, Bangkok in 2007

Master's Degree with a major Public and Private Management, Master of Public Administration, Graduate School of Public Administration, National Institute of Development Administration (NIDA), Bangkok in 2009

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Received a Scholarship from “Causal Relationship Model of Internal Communication Innovation in Leading Organizations of Thailand” in 2016 for Enrolling in the Doctoral Level Program at the Graduate School of Communication Arts and Management, National Institute of Development Administration (NIDA), Bangkok

Received a Scholarship from “A Comparative Study of Human Capital Perception Influencing Performance, Promotion, and Career Development between MBA and MPPM Students” in 2009 for Enrolling in the Master Level Program at the Graduate School of Public Administration, National Institute of Development Administration (NIDA), Bangkok